

Commander's Policy Letters



DEPARTMENT OF THE ARMY
BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

REPLY TO:
ATTENTION OF:

CELRB-DE

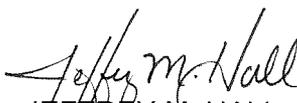
09 September 2002

MEMORANDUM FOR: All Employees, Buffalo District

SUBJECT: Commander's Policy Letter No. 1 – Open Door Policy

1. An organization, by design, is a hierarchical structure that relies upon the supervisors in the chain to perform many functions, one of which is to attend to and attempt to solve personal problems. I encourage all employees to use their supervisory chain of command before exercising their right to see me. However, I realize situations may occur where a person feels that his/her supervisor is not able to solve the problems. An employee might, out of necessity or for personal reasons, want to seek a higher level recourse or solution.

2. Accordingly, as Commander of the Buffalo District, I establish and Open Door Policy. My office will be open for any employee who has legitimate concerns, problems, or suggested improvements that cannot be handled through his/her supervisory chain or existing channels. This policy is applicable to all Buffalo District personnel at all levels. So that these issues may be given the proper attention, please make every attempt to schedule appointments through the Executive Secretary.


JEFFREY M. HALL
LTC, EN
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

CELRB-EEO (690-12a)

01 November 2002

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 2 – Equal Employment Opportunity (EEO)

1. Our workforce is the strength and soul of the Buffalo District. Every employee and applicant shall be treated equitably, fairly, and with dignity and respect in all our interactions. I am committed to the principles and the laws that govern equal employment opportunity and affirmative employment. Illegal employment discrimination based on race, sex, age, color, religion, national origin, and physical or mental disability won't be tolerated. Additionally, I will not tolerate reprisals or retaliations against an employee or applicant for submitting EEO complaints.
2. I expect leaders, managers, and supervisors to take positive steps to acquire, develop, and retain a workforce at all levels that is representative our Nation's diversity. All employees share the responsibilities and efforts to promote and maintain a positive work environment free from prejudice or discrimination. A successful environment is defined as an environment where every District employee is empowered and encouraged to reach his or her maximum potential.
3. Our equal employment progress is vital to remaining the employer of choice. Each employee, supervisor, and manager is expected to facilitate the accomplishment of our affirmative employment goals.


JEFFREY M. HALL
LTC, EN
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

CELRB-EEO (690-12a)

01 November 2002

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 3 – Prevention of Sexual Harassment

1. Sexual harassment of personnel employed by or assigned to this command is prohibited and will not be tolerated at any level under any circumstances. My policy on sexual harassment is Zero Tolerance. Founded cases of sexual harassment may result in dismissal.
2. Sexual harassment is defined as a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:
 - a. Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of employment, career advancement or pay
 - b. Submission to or rejection of such conduct by an employee or applicant is used as a basis for career or employment decisions affecting that employee or applicant
 - c. Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment
3. I expect managers and supervisors to take positive steps to prevent any unacceptable conduct in any work or duty related setting. Management and supervision at all levels are responsible for being vigilant regarding watching for unacceptable behavior of a sexual inference, conduct, and offenders without waiting for complaints.
4. Any employee or applicant who thinks he/she has been sexually harassed is encouraged to inform the perpetrator that such advances are unwelcome and should notify the appropriate supervisor or the Equal Employment Opportunity Officer.


JEFFREY M. HALL
LTC, EN
Commanding



DEPARTMENT OF THE ARMY
BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

REPLY TO:
ATTENTION OF:

CELRB-DE

09 September 2002

MEMORANDUM FOR: All Employees, Buffalo District

SUBJECT: Commander's Policy Letter No. 4 – Drug-Free Workplace

1. References:

- a. AR 600-85
- b. EM 385-1-1
- c. Executive Order 12564

2. It is Army policy that DA civilian employees must refrain from alcohol abuse or using drugs illegally, whether on or off duty. Substance abuse is inconsistent with the high standards of performance, discipline, and readiness necessary to accomplish the Army's mission. At no time while on duty may an employee be under the influence of alcohol, narcotics, intoxicants, or similar mind-altering substances. Employees found under the influence of such substances will be immediately removed from the job site.

3. I am committed to the well-being of our employees, the successful accomplishment of our mission, responsiveness to our customers, and the fulfillment of our responsibilities to the public we serve.


JEFFREY M. HALL
LTC, EN
Commanding



DEPARTMENT OF THE ARMY
BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

REPLY TO:
ATTENTION OF:

CELRB-DE

09 September 2002

MEMORANDUM FOR: All Employees, Buffalo District

SUBJECT: Commander's Policy Letter No 5 – Transfer of Authority

1. References:

- a. AR 600-20, Army Command Policy
- b. ER 10-1-2, U. S. Army Corps of Engineers Division and District Offices

2. In the absence of the Commander, the Deputy Commander will assume responsibility for District Operations. As always, urgent matters will be relayed to the Commander as expediently as possible.

3. In the absence of both the Commander and the Deputy Commander, the responsibility for District Operations will be assumed by the senior civilian personnel in the following order of precedence:

- a. Deputy District Engineer for Programs, Projects, and Planning Management
- b. Chief, Technical Services Division
- c. Chief, Office of Counsel

A handwritten signature in black ink that reads "Jeffrey M. Hall".

JEFFREY M. HALL
LTC, EN
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

CELRB-EEO (600-12a)

02 November 2002

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 10 - Consideration of Others Program

1. References:

- a. CEEO Memorandum dated 29 March 2000, Subject: Consideration of Others Program Policy
- b. CEHR Memorandum dated 20 March 1998, subject as above

2. The Chief of Engineers' Policy Letter has designated the Consideration of Others Program be indoctrinated in USACE at all levels not later than 30 June 2000. The purpose of the program is to enhance trust and cohesion by ensuring continual awareness of caring as an organizational imperative.

3. The strength and soul of the Buffalo District is our people. Therefore, I believe it is imperative that we afford respect, dignity, and consideration of others in all our interactions. Consideration of Others is built around training and sharing of ideas to create an atmosphere of tolerance and understanding. It encompasses full participation by all employees and innovative leadership of all managers and supervisors. Army core values include treating others with dignity and respect and are the key to our professional business process and organization.

4. I fully expect support and cooperation in incorporating Consideration of Others into our business process at the Buffalo District. If you have additional question, contact the EEO Office at (716) 879-4139.


JEFFREY M. HALL
LTC, EN
Commanding



REPLY TO:
ATTENTION OF:

CELRB-CP

DEPARTMENT OF THE ARMY
BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

12 November 2002

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 11 – Support for the Department of Defense Priority Placement Program

1. The Department of Defense (DoD) promotes the stability of civilian employment through its Priority Placement Program by affording maximum placement assistance to employees affected by base closure, reduction in force, and transfer of function. I support the spirit and intent of this program and expect all managers and supervisors to do the same. I recognize that a mandatory placement program of this nature creates some resistance and opposition from selecting officials. However, it is the responsibility of the District leadership to eliminate that opposition by focusing on the positive aspects of the program which include reduction of recruitment and training costs, improved employee morale, reduction of severance payments within DoD, and especially the retention of highly qualified DoD personnel.

2. With the possibility of continued drawdowns of personnel within DoD, we can expect increased emphasis on this program. The objectives of the Priority Placement Program have my personal support and commendation.


JEFFREY M. HALL
LTC, EN
Commanding



REPLY TO:
ATTENTION OF:

DEPARTMENT OF THE ARMY
BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

CELRB-IM

12 November 2002

MEMORANDUM FOR All buffalo District Employees

SUBJECT: Commander's Policy Letter No. 12 – Communications and Information Technology (IT)

1. References:
 - a. AR 25-1, The Army information Resources Management Program
 - b. AR 389-19, Information Systems Security
 - c. AR 105-6, Standardized Telecommunications Program
 - d. JER, Joint Ethics Regulation (DoD 5500.7-R)
 - e. JTR, Joint Travel Regulation, Vol. II
 - f. ER 25-1-2, Life Cycle Management of Automated Information Management Systems (AIS)
 - g. ER 25-1-70, Corps of Engineers Automation Plan Objective IA (CEAP-IA) Command, Control, and Management
 - h. ER 25-74, Electronic Mail
 - i. ER 25-99, Management and Use of Corps' Web
2. Responsibilities:
 - a. Chief, IMO is responsible for issuing and assisting in the compliance of this policy.
 - b. Supervisors will ensure all employees are in compliance with this policy.
 - c. District employees will ensure they use all IT and communications assets according to this policy.
3. Personal Use. This is an activity done for other than official or otherwise authorized purposes. Employees are prohibited from using Government office equipment to maintain or support a private business. Examples of this include employees using a Government computer or Internet connection to run a travel business. The ban on using Government office equipment to support a private business also includes assisting relatives, friends, or others in such activities. Employees may, however, make limited personal use of Government office equipment. Typical examples of acceptable personal use are to check a Thrift Savings account, to check other personal investments, to seek employment, to communicate with a volunteer charity, to copy your income tax return, to e-mail a child at school, or to FAX an insurance agent.
4. Internet Use. Employees may use the Internet for Government business and enhancing professional skills. To insure the Internet does not adversely affect official duties and serves a legitimate public interest, use of the Internet is subject to the following restrictions:
 - a. The USACE communications system may not be overburdened, nor may use of the system create significant additional cost to USACE. Users are not authorized to incur any tolls or usage fees on the Internet. Any

request for subscription fee or usage fee should be routed to the appropriate official before it is incurred.

- b. USACE resources may not be used in a manner that would reflect adversely on the Army or which is incompatible with public service. The following uses are specifically prohibited: soliciting business' group mailings offering items for sale; group mailings announcing events sponsored by a non-federal entity without prior approval of the Commander or supervisor; any type of chain letter; chat rooms; soliciting, campaigning, or promoting a political organization or candidate; and storing, processing, displaying, sending, downloading, or otherwise transmitting offensive language or material, i.e., pornography or hate-mail.
- c. Use of Internet resources, whether for official or personal use, serves as consent to monitor. Remember that use of the Internet is not secure nor is it anonymous. Every site you visit knows who you are. This could subject you to unsolicited e-mail or other mailings. Before you spend too much time looking for information on the web, consider asking the District librarian for assistance; he may have access to resources not available to you.

5. Security. The LAN is protected with the latest release of virus protection software. Individual PCs are updated after the LAN and therefore can be more susceptible to virus attacks. Users should exercise common sense when bringing files into the office. Do not copy files onto your PC unless you really need them there. Passwords should never be publicly displayed or stored in obvious places, i.e., under your keyboard.

6. Cellular telephones. The District will provide cell phones to employees as required for their work. The need for cellular phones will be reviewed periodically. When using a cell phone, employees will follow common-sense safety practices, such as not talking on the phone when driving (pull over to talk [NOTE: New York State Law requires that all in-car cell phone use to be hands-free.]), not using the phone when filling a gas tank, turning it off in blast zones, and securing it in its carrying case (not in the passenger's seat in the car). When working on or near water, ensure cell phones are attached to a harness or safety cord to prevent accidental loss or damage.

7. Telephones. Government telephones should only be used for official business. Official business calls include calls within our commuting area to advise families of schedule changes, calls to make family arrangements, emergency calls, calls within the commuting area that can only be made during normal working hours, brief calls to a spouse, children, or guardian. Also, when an employee is on TDY, he may use the Government calling card, use the District's "800" number, or be reimbursed for the same calls allowed at the duty station. Calls on TDY should average no more than 30 minutes per day on the Government calling card or no more than \$5 per day commercial. Supervisors are responsible for periodic reviews of the telephone usage reports. Misuse of the telephones could result in reimbursing the Government for costs and a disciplinary action.

8. Pagers. The District will provide pagers to employees as required by their work. The need for pagers will be reviewed periodically.

9. E-mail. E-mail, while considered a private communication, is subject to monitoring for security whenever criminal activity is suspected. The District may, in an emergency, read an employee's e-mail. The e-mail bulletin boards are to be treated the same as the physical bulletin boards around the building. You may not advertise for businesses, whether yours or someone else's. However, one-time personal sales are permitted. The bulletin boards may also be used for non-profit organizations such as the CFC, Emergency and Disaster Appeals approved by OPM, Army Emergency Relief, Navy-Marine Corps relief Society, and Air Force Assistance Fund. Other organizations composed primarily of DoD employees may also use the bulletin boards when approved by the head of the DoD component command or organization. Posting of information from political or religious non-profit organizations is not authorized. If you are in doubt, contact the Office of Counsel. Abuse of e-mail could result in a disciplinary action.

10. Government records. It is the responsibility of every employee to ensure that Government records are preserved – this includes e-mail. Any e-mail that might be an official Government record should be copied to the appropriate record coordinator or project manager.

11. CEAP-1A computing systems. These systems are for Government work only.

12. Questions concerning any of these policies may be directed to the Chief, IMO.


JEFFREY M. HALL
LTC, EN
Commanding



REPLY TO:
ATTENTION OF:

CELRB-CP

DEPARTMENT OF THE ARMY
BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

12 November 2002

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 15 – Decorations, Awards, and Honors

1. References:

- a. AR 672-20, Incentive Awards
- b. CELRDP 672-1-1, Honorary Awards Handbook
- c. Agreement with AFGE Local 2930

2. Purpose. This memorandum establishes Buffalo District policy guidance on all awards for District employees. Awards include Superior Accomplishment Awards (Special Act or Service Awards, On-the-Spot Cash Awards, and Time Off Awards), Performance Awards (TAPES-related, Quality Step Increase (QSI)), Suggestion Program Awards, and Honorary Awards. More specific details pertaining to the awards addressed in this policy are outlined in reference 1a. Supervisors should pay particular attention to tables 7-1 and 7-2 of reference 1a. when determining Superior Accomplishment Award amounts.

3. Policy. Supervisors use awards to recognize and reward individuals and teams for performance and achievements that clearly exceed what would normally be expected of them. As Commander, I will ensure that our supervisors recognize deserving employees equitably throughout the District. The Senior Leadership Council (SLC) will periodically review the distribution of all awards by monitoring reports prepared by the Civilian Personnel Advisory Center (CPAC). The CPAC will provide guidance and advice to the District leadership on the Incentive Awards Program.

a. Performance Awards. Division and office chiefs are delegated authority to approve Performance Awards of up to \$2000. They should closely monitor the nominations they receive to ensure an equitable distribution of awards within their respective organizations. It is also their responsibility to keep track of award amounts and to stay within their allocated awards budget in accordance with budget guidance issued each year by the Resource Management Office (RMO). Performance awards will be documented and approved in Part III on the first page of the TAPES evaluation report and processed for payment using a Request for Personnel Action (RPA).

b. Superior Accomplishment Awards. Supervisors may approve amounts up to \$500 for awards in this category. There is no limit on the number or percentage of District employees eligible to receive Superior Accomplishment Awards. However, these types of awards will not be used to circumvent any goals or limitations placed on Performance Awards. Superior Accomplishment Awards should be documented, approved, and processed for payment using an RPA.

c. Suggestion Program Awards. District employees may be recommended for such awards through the District Suggestion Program. These awards will be reviewed by the appropriate individuals and approved by the undersigned. They will be funded by the appropriate organization's overhead account. The District Suggestion Program will be administered by the RMO. Suggestion Program Awards will be documented, approved, and processed for payment using an RPA.

d. Honorary Awards. I encourage the use of honorary awards as a low-cost, high-visibility alternative to cash awards. They include local honors such as the Buffalo Federal Executive Board's Public Service Award, and the District's "Employee of the Month" and "Employee of the Year" recognition programs. Supervisors are strongly encouraged to nominate deserving employees for the honorary awards authorized by the Department of the Army in Chapter 8 of reference 1a., as well as those described in reference 1b. A list of the honorary awards programs in which Buffalo District will participate is attached. Note that each award has a point of contact; that organization is responsible for establishing internal suspense dates for preparing, reviewing, and forwarding the award nomination through the undersigned to its respective approval authority. The CPAC will periodically remind each organization of the suspense dates for these awards. Honorary Awards will be processed in accordance with references 1a. and 1b.

4. Fiscal Responsibility. Managers must exercise fiscal prudence when granting awards. Divisions and offices will be provided annual guidance on how much to budget for awards. These amounts may be sub-allocated to branch level, but division and office chiefs are responsible and will be held accountable for staying within their assigned budgets. All awards referenced in paragraph 2 will be funded out of the recipients' corresponding overhead account.

5. Supervisor's Responsibility. Division and office chiefs are expected to review their supervisors' nominations for clarity and compliance with these policies. If, for any reason, a division/office chief believes a performance award should be disapproved, the reasons for recommending disapproval will be annotated on the coordination cover sheet. If an amiable solution cannot be reached between the division/office chief and the subordinate supervisor, the issue shall be elevated to the Deputy Commander for resolution.


JEFFREY M. HALL
LTC, EN
Commanding

HONORARY AWARDS CALENDAR (DATE DUE AT LRD)

JANUARY	02	Kassner Journalism Award	PAO
	05	Contractor Awards for Safe Performance	TSD
FEBRUARY	01	SAME Awards	TSD
	15	USACE Cost Engineer of the Year Award	TSD
	15	Mouton/Robinson Awards	PAO
	15	Safety performance Award for Gov't Activities	Safety
	20	CELRD Planning Excellence Award	P3M
	20	CELRD Outstanding Planning Achievement Award	P3M
	28	Keith L. Ware Competition	PAO, IM
MARCH	01	CELRD Project of the Year	TSD
	01	CELRD Natural Resources Project of the Year	TSD
	30	CELRD Program Manager of the Year	P3M
	30	CELRD Project Delivery Team of the Year	P3M
	30	CELRD CW Programming Excellence Award	P3M
APRIL	15	CELRD Leadership Excellence Award	SLC
	15	CELRD Admin & Office Support Team of the Year	SLC
	15	CELRD Outstanding Technician	SLC
	15	CELRD Award for Outstanding Achievement	SLC
	15	CELRD Civilian of the Year	SLC
MAY	01	CELRD Award for Engineering Excellence	TSD
	01	CELRD designer of the Year Award	TSD
JUNE		None	
JULY	01	Black Engineer Award	TSD
AUGUST		None	
SEPTEMBER		None	
OCTOBER	01	Federal Environmental Engineer of the Year	TSD
	15	Women in Science and Engineering (WISE)	TSD
NOVEMBER		None	
DECEMBER		None	

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Critical Information Requirements (CCIR) and Mandatory Reporting Requirements

1. The purpose of this document is to codify commander's information reporting requirements for the Buffalo District, USACE. Information that I require is divided into two categories: CCIR and essential information.

2. Commander's Critical Information Requirements (CCIR) is simply that: critical information that I require employees to immediately submit to me 24 hours a day, seven days a week (24/7) via telephone. Buffalo District CCIR follows:

- Death or Serious Injury (loss of limb or eye sight) of District Employee
- Accident Involving District Vehicle or Floating Plant
- Accident at District Project Site or Property Including Contractors
- Environmental Release/HAZMAT Issue Involving Navigable Waters
- Unhappy Stakeholder, Partner, or Congressman/Congresswoman
- Change in FPCON Level
- CFO or Anti-Deficiency Act Violation
- Terrorist Activity at a District Project Site or Property
- Any Activity with National or Congressional Significance

3. Other reporting requirements include essential information that the commander must know and act upon within 24 hours. Report the following essential information to the commander between 0700 and 1730 hours during normal workdays via email or telephone.

- Notification of the President of the United States (POTUS), Vice President (VP), Senior members of the Cabinet, or Congressional visits to the District
- Death of Immediate Family Member or Birth of a Child of a District Employee
- Hospitalization of a District Employee
- Death of a Retired Buffalo District Employee
- Using Your "Just Do It Card"
- Ratification Violations
- Violation of a Policy Memorandum or Regulation
- Environmental or Regulatory Violation
- Significant Press Reports
- Change to OPLAN or Business Process/Way of doing Business

4. Reporting Instructions. Report through your chain of command, but if unable to contact your chain of command contact me directly. Reporting format is who, what, when, where, why, and how. Contact information follows:

Cell Phone: (716) 998-4162

Pager: (877) 269-3841

Personal Cell Phone: (716) 713-7364

Home Phone: (716) 648-8958


JEFFREY M. HALL
LTC, EN
Commanding



REPLY TO:
ATTENTION OF:

DEPARTMENT OF THE ARMY
BUFFALO DISTRICT, CORPS OF ENGINEERS
1776 NIAGARA STREET
BUFFALO, NEW YORK 14207-3199

CELRB-DE

29 August 2002

MEMORANDUM FOR All Employees, Buffalo District

SUBJECT: Command Philosophy and Guiding Principles

1. The purpose of this memorandum is to provide the leaders and members of the Buffalo District with an overview of my command philosophy and guiding principles.
2. The strength and soul of the Buffalo Engineer District is our people. The foundation of our success is the hard work and dedication of employees who put the needs of our customers, the District, the USACE, the Army, the nation, and the well being of our colleagues above themselves. This hard work and sacrifice, coupled with a total commitment to excellence, continuous improvement, and adapting to change are the overarching keys to our success.
3. My command philosophy focuses on 20 items that stress the basics and simplicity:
 - Accomplish Our Mission (Never Forget Why We're Here)
 - Care for Our People
 - Always Do Our Best
 - Build and Maintain Good Relationships with Our Customers, Stakeholders, Regulators, and Congress
 - Be Professional
 - Know What's Right and Do What's Right
 - Don't Tolerate the Abuse of Our Resources
 - Lead By Example; Be a Role Model 24/7
 - Know the Seven Army Values (Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage); Live By Them
 - Observe the "Golden Rule", Treat Others Like You Want to be Treated
 - A Friendly, Positive Attitude is Contagious and Goes a Long Way
 - Loyalty is a Two-Way Street
 - Trust is a Given Unless Proven Otherwise
 - Safety Is Everyone's Responsibility; Stop Unsafe Acts and Minimize Risk
 - Be Part of the Solution, Not Part of the Problem
 - There is No "I" in TEAM
 - Honest Mistakes Are OK, but Repeated and Ill Informed Are Not – Learn from Our Mistakes
 - Bad News Doesn't Improve with Age
 - I Err on the Side of the Individual – Unless the Impact on the District Will Be Overwhelming
 - Have Fun!

4. There are five guiding principles that provide the groundwork to achieve success in the Buffalo District:

a. **Leadership.** Leaders set the example 24 hours a day, 7 days a week (24/7) – they are the standard bearers. Leaders exemplify the Army Values. Leaders are accountable for their actions and responsibilities. Leaders admit when they make mistakes. Leaders care for people. Leaders treat everyone with dignity and respect. Leaders create a healthy work environment. Leaders coach subordinates, peers and superiors alike. Leaders never overlook a deficiency. Leaders never fail to commend achievement.

b. **Training/Execution.** Training is the fundamental building block for our future – trained people are this organization’s most important asset. Therefore, employees must be afforded the opportunity to attend training that allows us to accomplish our mission. The training must focus on our mission essential task (METL). However, training isn’t limited to formal schooling. We learn every day from our experiences, from each other, and from leaders coaching, mentoring, and developing subordinates. After Action Reviews (AARs) are essential to our training and execution process; they ensure continuous improvement. The bottom line is - proper training guarantees superior execution of tasks.

c. **Teamwork.** We will employ project delivery teams (PDTs) for all internal and external projects we undertake. Well-formed and functioning teams collaborate and the result is synergy. The multi-cultural diversity of team members enables teams to arrive at optimal solutions. Since every team member has something to offer, team leaders must endeavor to unlock each individual’s unique contribution and leverage that talent to deliver high-quality, client-focused results. Teamwork means effective, candid communication up and down the chain of command, between team members, and between teams themselves. Listening is essential for effective communication. At times there will be disagreements. Disagreement is acceptable and healthy, but disrespect is not. Team members and teams don’t compete with one another, but they do compete against standards. Our families are a part of our team; therefore, we must always balance the needs of family.

d. **Discipline.** Discipline is the bedrock of the United States Army and the USACE. The embodiment of discipline is setting, enforcing, and achieving high standards. Lack of individual and organizational discipline will reflect negatively on the individual, the District, the USACE, and the Army. Discipline is honoring commitments we make to our customers. Safety record, resource stewardship, and proper customs and courtesies are just a few ways we reflect organizational discipline.

e. **Integrity.** Integrity is non-negotiable – we must always do what is right – be the “honest broker.” This will often mean choosing the harder right over the easy wrong. We must detect and swiftly act when we encounter ethical dilemmas. Individual as well as Army credibility is at stake every day.

5. It is my pleasure to serve you as District Commander. I strongly believe my command philosophy and five guiding principles are key to achieving success in the Buffalo District’s and USACE’s strategic goals of People, Process, and Communication. It is my desire that within this framework each of us will achieve personal and professional satisfaction from serving in the Buffalo District


JEFFREY M. HALL
Lieutenant Colonel, EN
Commanding

RESERVED