



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT DRUM  
10000 10TH MOUNTAIN DIVISION DRIVE  
FORT DRUM, NEW YORK 13602-5046

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NOV - 9 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Garrison Policy Memorandum 12-06, Dignity and Respect

1. Every customer and employee on Fort Drum deserves to be treated with dignity and respect when performing their duties. The most productive work environment is one where employees and customers treat each other as they would like to be treated.
2. Any customer perceived to be abusing a Fort Drum garrison civilian employee may have their service temporarily suspended. Yelling, threatening language or behavior, insults, swearing and use of demeaning or vulgar language constitute abuse. Garrison employees subjected to abuse shall immediately contact their first line supervisor. The first line supervisor shall assess the situation and decide whether to temporarily refuse service. Temporary refusal of service shall be for 24 hours from the time of the incident and serve as a cooling off period. The supervisor and employee shall prepare a memorandum for record to document the facts of the incident. Customers may return for service after the 24 hour period expires; however, if the abusive conduct recurs, the first line supervisor will suspend service indefinitely and refer the matter through their supervisory chain to the garrison commander for resolution.
3. Garrison employees are expected to provide professional, timely, and proactive service to our customers at all times. Any customer who feels they are not being provided quality and polite customer service has the right to file a complaint with the employee's supervisor, either in person or via the Interactive Customer Evaluation (ICE) process.
4. Everyone must recognize, understand, and have compassion for the fact that we are a stressed Army with much fatigue in the ranks. Everyone can have a bad day and we should be sensitive and understanding to this fact without overreacting. Understanding the customer's environment will go a long way toward resolving conflict before it escalates. In this high tempo environment with multiple deployments, people will handle stress differently. Please be patient, understanding, courteous, and professional. Each individual has the right to be treated with dignity and respect – no exceptions. Treating people with dignity and respect are not just words, but a standard I expect my workforce and our customers to follow.

  
GARY A. ROSENBERG  
Colonel, SF  
Garrison Commander

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