

POLICY OR PRECEDENT
(XVIII Abn Corps and Ft Bragg Memo 25-50)

1. SUBJECT DIVISION '99 - Leadership, Care for Single Soldiers, Barracks Policies		2. MASTER POLICY NO. JA-96-04
3. ORIGINATOR AFVC-JA	4. PHONE NUMBER 432-5200/8096	5. DATE ESTABLISHED 01/04/99

6. SYNOPSIS: (if more space is needed, use reverse side.)

1. **PURPOSE:** The purpose of DIVISION '99 is to REINFORCE LEADERSHIP, ENHANCE CARE FOR SINGLE SOLDIERS and SIMPLIFY AND CLARIFY Barracks Policies.

2. **APPLICABILITY:** This applies to all 82d Airborne Division single soldier barracks and chain of command of those soldiers. DIVISION '99 takes precedence over previously stated policies (see block 8). Leaders use one document - THIS ONE.

3. **METHOD:** This policy is intended to be "user friendly" easy reading. It is in two (2) parts: PART II is an alphabetized easy-to-find list of policies intended to make the subject a stand-alone topic. Annex B is the preamble to the SGT Morales Club - it enhances understanding of the leadership dictum "know your men/women and take care of them."

{SEE CONTINUATION FOR PART I, PART II, ANNEX A, and ANNEX B}

7. TYPE POLICY <input type="checkbox"/> NEW <input checked="" type="checkbox"/> CHANGE <input type="checkbox"/> REVOCATION	8. IDENTIFY POLICY AFFECTED This policy supersedes policy JA-96-04, dtd 24 Sep 98 this Headquarters, subject as above. The changes to this policy are substantive in nature.
	9. APPROVED: DAN K. McNEILL, Major General, USA, Commanding

10. DIRECTIVE ON WHICH BASED (Show date, subject, and origin.)

11. DISTRIBUTION A	12. DATE PUBLISHED
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DIVISION '99

- REINFORCES LEADERSHIP PRINCIPLES
- PROVIDES Q.O.L. FOR SINGLE SOLDIERS
- SIMPLIFIES AND CLARIFIES BARRACKS POLICY

PART I

4. COMMANDER'S INTENT: To facilitate our missions and care for our soldiers.

5. BARRACKS PURPOSE: Barracks and their associate areas are primarily to facilitate our military mission. The barracks provide secure, comfortable living quarters for single soldiers so that soldiers might rest, relax and enjoy a degree of privacy thus preparing themselves mentally, spiritually and physically for future missions.

6. LEADER'S RESPONSIBILITY: Commanders, assisted by the chain of command, are responsible for the readiness, welfare, morale, discipline and good order of their units, including the barracks.

**COMMANDERS AND THE CHAIN OF COMMAND
ARE RESPONSIBLE FOR THE DISCIPLINE
AND THE GOOD ORDER OF THEIR UNITS
AND BARRACKS**

"Knowing" your soldiers means not only knowing their tactical and technical competencies - "how well you soldier" - but also the backgrounds, character, talents, hobbies, lifestyles, stresses and problems of soldiers. This knowledge is time-proven as it rounds-out a leader's understanding of a soldier's performance and behavior. SEE ANNEX B - SGT MORALES.

7. THE FOUR PILLARS - STANDARDS: The four "pillars" of standards for the barracks are derived from the fundamental principle that behavior and situations that are detrimental to the discipline and good order of a unit must be eliminated. The pillars are:

a. Clean: All common areas and individual rooms will be neat and clean.

b. Secure:

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(1) Internal. All rooms will have functioning locks, doors, windows, and wall lockers.

(2) External. The barracks will be protected from intruders and unauthorized visitors.

c. Functional: Barracks lighting, heating and cooling systems, latrines, washers, dryers, refrigerators, microwaves, and other major appliances will be functional.

d. Safe: Safety will be continually monitored. Hazardous conditions, materials, and situations will be corrected or reported immediately. Use risk assessment procedures if in doubt.

THE FOUR PILLARS

- CLEAN
- SECURE
- FUNCTIONAL
- SAFE

8. DIGNITY AND RESPECT: Leaders must train, inspect, check, praise, reward, correct - even punish - soldiers as required to maintain standards. In every case, the soldier will be treated with dignity and respect.

9. PRIVACY: There is no perfect privacy in the Army. We often work, march, shoot, jump, sleep in mud, eat and rest together. In the barracks, leaders will respect a soldier's privacy to the extent appropriate. The intent is to provide and respect privacy consistent with maintaining discipline and good order.

- No "Hey You" details for soldiers that are "off duty." Do not subject single soldiers in the barracks to "hey yous" because they are available.

- Do not "snoop" simply for the sake of curiosity.

CONSTANTS

- DIGNITY AND RESPECT
- RESPECT PRIVACY
- STANDARDS

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10. PRINCIPLES, INTENT, GENERAL CONCEPTS: PART I: Paragraphs 1-10 represent the principles, intent and general concepts for Division '99. PART II: Annex A is for specifics. It is intended to set out policy and is alphabetized for simplicity. When in doubt - ask your chain of command. We in the 82d Airborne are interested in attaining the highest standards we can attain - in combat readiness, leadership and care for soldiers. We know and expect leaders to make mistakes and not know all the "answers" - we underwrite honest mistakes - we have no tolerance for troop abuse or indiscipline borne of dereliction in the conduct of duties, nor do we underwrite deliberate acts of abuse. Leaders are part of fixing the problems - not a part of the problem. To continue to be the best, we must work for excellence that reflects the highest Army values and the ideals of America. **AIRBORNE!**

WHEN IN DOUBT - DO THE "RIGHT" THING

- MORALLY - LEGALLY "RIGHT"
- "RIGHT" ACTION FOR THE U.S.A.
- "RIGHT" FOR THE 82D
- "RIGHT" FOR YOUR UNIT
- "RIGHT" FOR YOUR SOLDIERS
- "RIGHT" FOR YOU

IN THAT ORDER!!

PART II

ANNEX A

POLICIES

INDEX

- A** **ALCOHOL**: The intent is to deglamorize the consumption of alcohol. Alcohol is permitted in the barracks. Brigade or separate battalion commanders may restrict amounts and type consistent with unit requirements and common sense (e.g., no alcohol during recalls, lock-downs or other unique times consumption is inappropriate).
 - Consumption of alcohol while on duty is prohibited. (para 4b, Div Reg 190-2)
 - Soldiers will not consume alcohol in such a way as to be in violation of para 4d, Div Reg 190-2.
 - Consumption or possession by those under age 21 is prohibited by law. Suppliers of under-age drinkers will be held accountable for their part in this illegal act. (para 4a, Div Reg 190-2)
 - Alcohol in no way enhances unit readiness - "it tears it down" - crime, acts of violence, spouse and child abuse are often linked to alcohol. The intent of all unit policies and procedures will be to deglamorize and restrict use.

- C** **CHECKS OF BARRACKS**: (See Inspections) Normal context of checks may be more limited than an inspection (e.g., "check for air conditioning filters in place"). Practically not different from an inspection - it's the chain-of-command exercising its responsibility.

- C** **COHABITATION**: Although visitors are allowed, they are not permitted to spend the night, live in the barracks, or abuse the visitation privileges. This includes use of barracks facilities intended for soldiers. Soldiers residing in the barracks may have visitors of either sex in their rooms from last duty (1700) until 2400 from Monday through Friday and from 0800 until 2400 on weekends and holidays (midnight is established as a reasonable time to end visitation so that all soldiers can receive a full night's rest). In no case will visitors spend the night; barracks are not motels. Cohabitation is strictly forbidden. Commanders may be more restrictive as the mission requires - e.g., no visitors during alerts or initiation of Operation Search and Investigate, and may further define the weekend times as required to accomplish good order and discipline. Individuals and subordinate units may "lose" the privilege for periods as determined by the commander. Visitation is a privilege - not a right.

- C** **COMMAND PRESENCE**: All units will establish and maintain a presence of command during off duty, weekends and holidays - random basis - before and after midnight. The purpose is to know

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what goes on and to fix problems, situations or individuals and to "know" your soldiers.

- C** **CONTRABAND:** (See Prohibited Items) Contraband items prohibited by law and/or regulation. Soldiers may not have contraband in the barracks or in their privately owned vehicles (POVs) anywhere on post. Div Reg 190-2 contains a list of contraband and items prohibited in the 82d Airborne Division. Examples include illegal drugs, privately owned weapons (except as authorized; i.e., stored in the arms room or enroute to a range), pyrotechnics, numchucks, and other items designated by the Commanding General.
- C** **CQs:** CQs are mandatory in the DRB-1 and DRF-9. CQs are encouraged in all other units. Brigade and Separate Battalion commanders may establish CQs for specific purposes and periods at their own discretion.
- F** **FLAGS/BANNERS:** Properly displayed flags of the Nation, States, and U.S. territories and possessions are permitted. Appropriate regulations as to display, dignity and respect with regard to the flag of the United States of America will be followed. Brigade commanders and separate battalion commanders will address other foreign flags exceptions to the flag/banner policy - Example: An official Exchange soldier (Personnel Exchange Program) from a foreign Army.
- F** **FORMAL INSPECTIONS:** These are normally "stand-by" type formations that are unit oriented. Example - Payday Procedures - Command Inspection Program (Div Reg 1-201). They may involve layouts, corrective actions or remedial procedures as a part of the program. All inspections or checks should include a corrective or follow-up plan and feedback to the soldiers. Have a routine that includes periodic formal inspections.
- H** **HEALTH AND WELFARE INSPECTIONS:** Previously scheduled inspections geared to root out contraband, illegal substances and other deficiencies. The use of Military Working Dogs or other technical means may be utilized in addition to the eyes and ears of the chain of command.
- I** **INSPECTIONS:** Rooms and common areas will be inspected to ensure standards of cleanliness, security, functionality and safety are met. Normally this is performed daily by the chain of command. This does not have to be "approved" by any designated rank or be on the training schedule. Units may want to put this in an SOP to provide further clarity. "That which is not inspected is neglected" (old Army saying).
- O** **OCCUPANCY:** Goal is no more than 2 per standard (2 person) room. NCOs one per room.
- P** **PERSONAL PROPERTY:** Stereos, phones, refrigerators, microwaves, civilian furniture and bedding are permitted. Units set standards for use.
- P** **PETS:** No pets of any type authorized. This includes reptiles and fish.

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- P** **PLANTS:** No large, floor plants or those that would stain or damage the room. Commanders may establish a "no plant" policy if plants and their maintenance is inconsistent with their operational needs and OPTEMPO/OPCYCLE.
- P** **POSTERS, WALL DISPLAYS, SCREEN SAVERS:** Nothing may be displayed that is in "bad taste" and could be construed as offensive to any other soldier in the unit based on race, gender, religion, national origin or creed. Commanders determine what is offensive, tears down unit cohesion, or is prejudicial to good order and discipline in their unit. Examples of offensive and inappropriate displays are:
- Nudity
 - Pro-drugs
 - Racist, extremist, violent gangs
 - Extremely cruel, inhumane, bizarre or depicting values incompatible with normal unit cohesion
 - Things that separate or tear down teamwork
 - Commanders are the final determining authority for their commands
- P** **PRIVILEGE:** Some special advantage, permission of benefit - usually gained/granted for proper duty performance - demonstrated maturity and evidence of self-discipline. Examples: Barracks visitation, off-duty "Pass."
- P** **PROHIBITED ITEMS:** Contraband and any number of a broader variety of items that may be prohibited by commanders. Div Reg 190-2 lists prohibited activities and items. Subordinate commanders may prohibit other items in their unit areas (including their parking lots) as necessary to ensure safety, preserve unit cohesion, and maintain good order and discipline. Examples include unsafe items such as flammables, and divisive items such as openly displayed racist signs, symbols and/or literature, which have been determined by the unit commander to be prejudicial to good order and discipline.
- R** **ROOM ARRANGEMENTS:** There are no 82d standard arrangements. Units will prohibit unsafe or bizarre arrangements.
- R** **ROOM PAINT:** Norm is as painted by the government. Commanders may approve exceptions for solid-color, light pastels. Rooms must be restored to government color upon clearing. No dark colors, bizarre patterns or other schemes are allowed.
- S** **SAFETY:** Units will establish a safety program IAW current directives.
- S** **SECURITY NCO:** Each battalion will have a duty NCO in addition to the SDNCO whose sole duty is to roam the battalion barracks to enhance security and standards. This is his/her full time job 50 minutes per hour/10 minute break. Units will equip the rover with radio communications to battalion SDNCO. (AN/PRC-127 authorized for this purpose - or other civilian radios locally procured.) Units will establish SOP. Separate companies will either put a security NCO rover into effect or make arrangements to integrate into the patrol pattern and duty roster of the closest appropriate battalion. Units will also establish procedures to gain positive

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control over visitors that have signed in with the SDNCO and are seeking entrance into the desired barracks.

S **SMOKING:** Smoking is permitted in designated rooms - soldiers will be assigned based on preference - non-smokers take priority in mixed rooms. No smoking in common areas IAW DoD directives.

T **TALK:** Talk to your soldiers and listen to your soldiers. (Both sides of Gruber Road.)

V **VISITATION:** Soldiers residing in the barracks may have visitors of either sex in their rooms from last duty (1700) until 2400 from Monday through Friday and from 0800 until 2400 on weekends and holidays (midnight is established as a reasonable time to end visitation so that all soldiers can receive a full night's rest). In no case will visitors spend the night; barracks are not motels. Cohabitation is strictly forbidden. Commanders may be more restrictive as the mission requires - e.g., no visitors during alerts or lock-ins, and may further define the weekend times as required to accomplish good order and discipline. Individuals and subordinate units may "lose" the privilege for periods as determined by the commander. Visitation is a privilege - not a right.

V **VISITORS:**

- Must sign in/out at battalion headquarters. Units will establish procedures to monitor and control who is in our barracks.
- Visitors must be sponsored and escorted at all times. Sponsor is responsible for the visitor.
- Unsolicited visitors are prohibited.
- Children under the age of 18 are prohibited, unless approval is obtained in each instance from an O-3 commander or above.

**"THAT WHICH IS NOT INSPECTED...
IS NEGLECTED"
(OLD ARMY SAYING)**

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ANNEX B**SERGEANT MORALES STORY**

Sergeant Morales was a squad leader for three years in the Engineer Battalion of a U.S. Division. He was the proverbial "98-pound weakling" and had not completed high school - only the GED program. Of Puerto Rican descent, he had only a limited command of the English language. Despite the limitations of his physical stature, lack of formal education, and minority group status, he strove for and achieved the highest caliber of leadership.

Sergeant Morales began his day by coming from his home to the barracks as his squad was awakened. They participated together in PT and work details as well as unit training. Sergeant Morales pitched right in with the disliked drudgery-type details. He led by example, particularly when it meant getting his hands dirty. In his pre-Army life, Sergeant Morales had some experience as a barber. At the end of the month, when money was scarce in his squad, he arranged for his soldier's hair to be cut. He kept a pocket notebook with one page for each member of his squad devoted to personal data-problems, family background, MOS/academic education, etc. At least once per month, everyone in his squad, including wives and girlfriends, got together, socialized, and discussed problems at his quarters. In his tenure of three years, his squad had no AWOLs, a fact that he attributed to knowing his men, keeping them informed, and watching out for their interests. His squad consistently placed "Number One" in the company ATTs. All of Sergeant Morales' accomplishments were achieved despite the fact that his squad received misfits from other units for rehabilitation.

While in the Division, Sergeant Morales completed high school and the equivalent of two years of college. Sergeant Morales had a lot in his favor, but no special advantages. He just worked at his job to the best of his ability. Sergeant Morales was nothing-but a leader in whom his soldiers believed.