



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT CAMPBELL
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AMIM-CBW (1b)

6 December 2022

MEMORANDUM FOR Family and Morale, Welfare and Recreation (FMWR) Division Chiefs, Managers, Supervisors, and All Staff

SUBJECT: Family and Morale, Welfare and Recreation Policy 1 – Open Door Policy

1. FMWR is committed to creating a work environment of open communication in an environment of trust and mutual respect. The most effective means for solving employee problems is open communication using the chain of command.
2. Employees have a responsibility to address their concerns with management. Most problems can and should be solved with the immediate supervisor. I encourage all personnel to use this highly effective tool to resolve issues at the lowest possible level. Occasionally, I understand some employees may believe it necessary to speak to me directly about those few complex problems, which because of sensitivity or magnitude, cannot be solved through the chain of command. It is my policy to be available to discuss those matters with the person concerned. Those seeking to speak to me directly should provide clear communication of the problem, whom it affects, along with recommended courses of action to solve the problem.
3. This policy may not be used to circumvent established administrative processes that are available to resolve employee grievances, complaints, problems, and similar issues. If you have a question or wish to discuss a possible violation, you should first discuss it with those in your management chain. If you are not comfortable with that approach for any reason, or if no action is taken, please contact the next individual in your chain of command.
4. Supervisors will not take any action that could be considered retribution towards employees who choose to utilize this open door policy.
5. If any person wishes to talk with me directly, they should call my Administrative Assistant at (270) 798-9953 to schedule an appointment. I will make myself available for a meeting at the earliest time, consistent with operational requirements.
6. Employees may also use the "Email the Director" function on the FMWR Employee Bulletin board located at <https://campbell.armymwr.com/programs/employee-desktop/mwr-employee-bulletin-board>.
7. All FMWR managers, supervisors, and chiefs will establish this Open Door Policy as their own.

KELLY M. SARLES
Director, Family and Morale,
Welfare and Recreation