



DEPARTMENT OF THE ARMY  
DIRECTORATE OF FAMILY AND MORALE, WELFARE AND RECREATION  
T39 INDIANA AVENUE, SUITE 144  
FORT CAMPBELL KY 42223-3567

AMIM-CBW

1 November 2024

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Directorate of Family and Morale, Welfare and Recreation (DFMWR) Dress Code and Uniform Policy

1. PURPOSE: To establish the acceptable standards of attire and personal grooming for all DFMWR Staff.

2. APPLICABILITY: This policy applies to all DFMWR Staff. Additional dress code requirements and/or restrictions may be assessed at division, program and facility or position level. (See Annexes A & B)

3. DEFINITIONS: (See Annex C)

4. RESPONSIBILITIES: New employees will receive a copy of this dress code and Uniform Policy at their DFMWR Onboarding. After receiving this policy and clarification from supervisors, each employee must be aware of and adhere to this policy and procedures contained therein.

a. DFMWR is a customer service organization that requires face-to-face interaction with customers and clients. The foundation of the dress code policy is based on the Collective Bargaining Agreement, Article 46, Section 46-5: *“Employee’s civilian clothing/dress will be determined by considering the following factors in relationship to his duties and responsibilities: decorum, social usage, comfort and working conditions. Employees are expected to dress modestly and appropriately. Personal cleanliness will be maintained by all employees. The Employer will negotiate with the Union on the impact and implementation of the establishment or change of dress standards.”*

b. All employees must wear a name tag while on duty. Name tags will be issued by the facility manager on an employee’s first day in the facility. Name tags should be worn on the right side of the shirt on the chest. Nametags will display the MWR logo, the words “Fort Campbell, KY,” the first name and at least initial of last name of the employee and their position title. Nicknames may be included if an employee regularly goes by a different name. A shirt that bears the employee’s first and at least last name initial, printed or embroidered on the chest or Velcro tag, may be worn in place of a name tag. CYS name tags must have full name with MWR and CYS logo, and at the bottom read “U.S. Army Child and Youth Services.”

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c. Appropriate civilian attire is interpreted in many ways depending on individual taste, comfort, productivity, health, safety, and position held. At a minimum, employees are expected to comply with established dress and grooming standards with respect to their duties and position. All front-line employees will wear standardized issued uniform apparel when on duty, in order to be easily recognizable to patrons.

d. Employees on site visits may wear appropriate, comfortable clothing due to heat, cold or working conditions.

e. DFMWR will provide standard shirts (polo, t-shirt, etc.) to DFMWR staff. These garments will bear the current MWR logo and will be the authorized uniform for every duty day except for the Directorate authorized Casual Friday. The only colors available to CYS Caregiving Staff are red, blue, and green, in accordance with background check status and position held.

f. Catering uniforms for Food and Beverage employees will be lightweight long sleeve dress shirts: two (2) white and (2) black.

g. Sports and Fitness employees' fitness apparel may include shorts and athletic wear, in keeping with the posted dress code for physical fitness patrons (reference Physical Fitness Center (PFC) Dress Code Memorandum). FMWR event shirts, including those featuring past sponsors, and Physical Fitness Center (PFC) specific t-shirts are acceptable for duty hours.

h. As funding allows, RFT employees will receive four (4) shirts that do not exceed \$100 in cumulative cost. RPT and FLEX employees will receive two (2) - four (4) shirts that do not exceed \$100 in cumulative cost based on their average number of duty days in a standard week. Staff in Mechanic (includes automotive) and IT specialist positions may receive five (5) shirts with embroidered name, due to avoidance of magnetic nametags IOT comply with safety requirements.

i. FLEX employees will be issued one (1) shirt upon onboarding and will receive the remainder of their allotted shirts not to exceed a total of \$100 annually, via their facility manager, upon reporting for duty at their assigned facilities.

j. The type of shirt (polo, t-shirt, etc.) which an employee may select will reflect the appropriate dress for the position held.

k. All apparel (polo, t-shirt, jackets, etc.) must be returned to the employee's current program manager upon leaving DFMWR service.

l. Employees may purchase clothing to be worn on regular duty days, however, the clothing must be approved by the Division Chief and must have the MWR logo printed or embroidered on the item. Also acceptable is an embroidered magnetic patch of the

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MWR logo. CYS employees are not permitted to wear items in the color red once they have received background investigation clearance. DFMWR Marketing will be available to assist in branding such items which will be at the employee's expense. There will be no requirement to return these items upon separation from DFMWR. Personal clothing should be free from controversial, political or sexual content and will not display words or symbols promoting alcohol, drugs, or inappropriate language. Graphic t-shirts are not preferred workplace attire, but may be worn under outwear such as aprons, smocks or overalls; worn for teambuilding days such as spirit weeks; or in celebration of holidays.

m. DFMWR will not provide trousers, pants, skirts, shorts or any other lower body apparel. However, business casual standards will apply unless addressed in attached Annexes. Shorts, dresses and skirts will be no shorter than three (3) inches above the top of the knee. Distressed denim (regardless of the amount of distress) is not appropriate. Leggings are not pants but may be worn under tunics or short dresses/skirts to achieve the appropriate length.

n. Shoes need to be clean and in good condition, as well as meet safety requirements for the employee's position description and Job Hazard Analysis (JHA). Closed toed/enclosed heel, non-skid shoes will be required for positions in some facilities such as Arts & Crafts, CYS, Auto Skills, and Food and Beverage facilities. Metatarsal guards or steel toed shoes/boots will be provided for position descriptions that require such personal protective equipment (PPE). Foot PPE will not exceed \$125 annually. Bedroom slippers or shower shoes are always inappropriate foot attire. Flip flops are authorized for Lifeguards only.

o. Tattoos are acceptable and mainstream; however, tattoos which promote illegal substances, are lewd, racial in nature, profane, or otherwise considered offensive will be covered while in the workplace.

p. Jewelry, piercings and fake nails are permissible except when they pose a health and/or safety issue, such as in childcare and food and beverage positions. Dangling necklaces and bracelets will not be allowed when they pose a health and/or safety issue. Chains or other dangling jewelry on visible piercings is not permitted. Tasteful facial jewelry is acceptable but may be subject to further restrictions due to health and/or safety reasons, depending on position held.

q. Long hair must be contained in programs in which it poses a health and/or safety concern. Hats or hairnets must be worn while working with Food and Beverage. Headgear should not obstruct the eyes when conducting customer service functions. Example: hats with brims are not appropriate at a customer service counter but are recommended when conducting outdoor functions in sunlight.

r. Personal Protective Equipment (PPE) such as coveralls, ear plugs, safety glasses, protective masks, gloves and/or helmets will be provided and must be worn as

appropriate for designated positions. PPE is NAFI property and should not be worn or used when off duty. PPE must be returned to the supervisor upon leaving the employment of DFMWR.

s. Ear buds and headphones are not authorized to be worn except for personnel engaging in telephonic customer service interactions. Exceptions may apply to custodial and grounds maintenance staff as long as the use of headphones does not interfere with safe operation of equipment or awareness of surroundings.

t. During official functions where the DFMWR is not open for business, such as special events for team building or command sponsored events away from the workplace, the dress requirement may be modified. DFMWR employees should never consume alcoholic beverages while wearing MWR branded apparel or their nametag. Removing branding during off-the-clock time and/or if the employee will be seen by customers, is encouraged to allow employees proper work breaks.

u. If an employee comes to work in clothing that is considered inappropriate for the workplace, they may receive a verbal counseling and be sent home to change on their own time. A Letter of Concern may be issued for documentation. The second time in a twelve-month period that an employee comes to work in clothing that is considered inappropriate for the workplace, the employee may receive a Letter of Counseling. The third time in a twelve-month period that an employee comes to work in clothing that is considered inappropriate for the workplace, disciplinary action may result.

5. REPLACEMENT: Replacement protocol for DFMWR provided shirts will be contingent on the availability of funds. All staff wishing to purchase additional MWR apparel should contact the Marketing department. All staff wishing to purchase additional MWR nametags should contact Engraving Etc.

a. Replacements will be done on an exchange basis on the designated replacement cycle.

(1) T-SHIRTS: Replace one (1) every three (3) months.

(2) POLO SHIRT: one (1) polo every year.

(3) CHEF COAT: two (2) every year.

(4) NAMETAGS: two (2) every year.

b. Replacements will be issued for cycle replacement or in the event the item is damaged while on duty, or a significant change in size is needed. Contact the Marketing department to make the exchange.

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6. All staff will sign this dress code policy annually. The original will be given to the employee and a copy will be maintained in personnel files.

7. EFFECTIVE DATE: 1 NOVEMBER 2024

8. EXCEPTIONS: Exceptions to the dress code policy above or in attached annexes may be requested through the employee's division chief and will be considered on a case-by-case basis.

9. POINT OF CONTACT: The point of contact for this policy is Kelly M. Sarles, DFMWR Director, at 270-798-9953 or [kelly.m.sarles.naf@army.mil](mailto:kelly.m.sarles.naf@army.mil).

4 Annexes

- A. Child and Youth Services Uniform SOP
- B. Lifeguard Uniform SOP
- C. Definitions
- D. Annual Acknowledgement

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

Annex A–Child and Youth Services Uniform SOP to DFMWR Dress Code and Uniform Policy

AMIM-CBW-WC

MEMORANDUM FOR ALL FORT CAMPBELL CHILD AND YOUTH SERVICES PERSONNEL

SUBJECT: Child and Youth Services Uniform Standard Operating Procedure (SOP) for personnel of the Fort Campbell Child and Youth Services Division.

1. References:

a. The foundation of the dress code policy is based on the Collective Bargaining Agreement, Article 46, Section 46-5: *“Employee’s civilian clothing/dress will be determined by considering the following factors in relationship to his duties and responsibilities: decorum, social usage, comfort and working conditions. Employees are expected to dress modestly and appropriately. Personal cleanliness will be maintained by all employees. The Employer will negotiate with the Union on the impact and implementation of the establishment or change of dress standards.”*

b. IMCOM Child and Youth Services (CYS) Regulation 608-10-1 SECTION 4-16, CYS Branded Apparel

2. Policy:

a. Staff will wear nametags with first and last name that are easily visible (at adult eye-level height) and worn on the right side of the MWR branded apparel or attire. Nametags will reflect background check clearance. Cleared staff will have a green dot on their nametag. Staff under Line of Site Supervision (LOSS) will have a red name tag. Staff will be provided the option of wearing a magnetic nametag/badge, a choke-free lanyard nametag, or an armband nametag to allow flexibility for the different job requirements within CYS. For example, magnetic nametags may present a choking hazard within an infant classroom.

b. Provided smocks/aprons and/or polos will be worn at all times. These items will be issued according to background check clearance of the staff member. Staff under Line of Sight Supervision (LOSS) will wear red until cleared. Once cleared, staff will wear green. Cleared Leads will wear blue.

c. When CYPAs are conducting outside activities in weather that may require protective covering (coat, raincoat, jacket, etc.), they should wear the appropriate color identifier (cleared-GREEN or under LOSS-RED) that is clearly visible. For example, a green or red armband, sash or beanie hat can be used to meet this requirement.

d. CYS Management and Administrative staff will adhere to an appropriate business casual dress code (slacks/skirts; jackets/sweaters/shirts/blouses. No tie required) four

Annex A—Child and Youth Services Uniform SOP to DFMWR Dress Code and Uniform Policy (Continuation)

days per week, Monday – Thursday. Management staff may wear CYS-branded apparel on dress down day which is usually authorized on Fridays. When appropriate, there may be days when more casual clothing may be worn to facilitate participation in special occasions or activities.

e. Head gear, or any apparel that inhibits facial recognition, will be removed before entering any facility.

f. CYS Staff/FCC providers will wear appropriate MWR branded attire when representing CYS (i.e., trainings, meetings), which includes dresses, jeans, skirts, dress pants and shirts. Distressed jeans are not appropriate regardless of the amount of distress in the jean. Casual clothes are not appropriate for high priority or high visibility functions.

g. CYS Staff/FCC providers will not wear shorts, dresses or skirts shorter than three (3) inches above the top of the knee. Spandex shorts are not allowed.

h. CYS Staff/FCC providers will not wear clothing that is transparent or revealing.

i. CYS Staff/FCC providers will wear footwear that allows staff to be active with children/youth (including running), participate in activities inside and outside, and supervise children/youth for their safety and well-being. Covered toes, enclosed heel, as well as non-slip comfortable shoes must be worn at all times; heel strap does not constitute enclosed heel. Due to safety issues, flip-flops and open toed shoes are not to be worn by any CYS Services staff, in order to prevent accidents on the job. High heels are not appropriate for the activity rooms, playground, or field trips. If worn outside of those environments, heels must not exceed one (1) inch while on duty. Any employee unable to wear covered shoes because of a medical reason must have a doctor's note on file and use the reasonable accommodation process. Youth Sports and Fitness staff should wear applicable footwear based on activity or event staff is supporting. For example, tennis shoes for indoor events, sandals for pool and beach events, boots for lining of fields, etc.

j. Due to health requirements, shirts should cover armpits at all times. Clothing must be free from advertisements such as: liquor, cigarettes, profanity, and violence as well as any sexual reference or bias to any culture, religion or political party. No tank tops or low-cut tops showing cleavage are allowed. All employees should wear underclothes (i.e., underpants and bra).

k. Due to health and safety regulations, no exposed facial jewelry will be worn while on duty, with the exception of earrings and tasteful facial jewelry that cannot be pulled by children.

Annex A–Child and Youth Services Uniform SOP to DFMWR Dress Code and Uniform Policy (Continuation)

I. Fingernails will not exceed  $\frac{1}{4}$  an inch from the fingertip. This is to guard against accidentally scratching a child. Long nails also hinder the ability to perform required Cardio-Pulmonary Resuscitation (CPR) and removal of airway blockages.

3. Inappropriate Attire:

a. Any employee who arrives at work dressed inappropriately will be counseled in accordance to CBA Article 29:

(1) Section 29-1 General: *“Informal actions are not disciplinary but are intended to correct the employees’ conduct before more serious action is necessary and do not become a part of the employee’s OPF. These actions include verbal counseling, oral admonition, written warning or letter of instruction.”*

(2) Section 29-2 Notification: *“The supervisor will advise the employee when an informal action is placed in the employees’ personnel file and will provide a copy to the employee. The issuance will occur in an area where there is a reasonable expectation of privacy. The employee will be given the opportunity to acknowledge and respond to the informal action. If the employee believes the issuance could lead to a disciplinary action she/he may request Union Representation. The supervisor shall retain the employee’s response, if any in the employee’s personnel file.”*

(3) Section 29-3 Disposition: *“Verbal counseling, oral admonition and written warnings will be expunged 30 days after the end of the rating cycle in which the incident occurred, provided no further action has been initiated. Employees are encouraged to discuss their improved conduct with their supervisor, to include consideration of early removal of the informal action.”*

b. If an employee comes to work in clothing that is considered inappropriate for the workplace, they may receive a Letter of Concern. The second time in a twelve-month period that an employee comes to work in clothing that is considered inappropriate for the workplace, the employee may receive a Letter of Counseling. The third time in a twelve-month period that an employee comes to work in clothing that is considered inappropriate for the workplace, disciplinary action may result. Employee will be sent home, without pay, to change clothing.

4. POINT OF CONTACT: The point of contact for this memorandum is Mark A. Ryales, DFMWR Child and Youth Services Coordinator, at 270-412-5453 or mark.a.ryales.naf@army.mil.

MARK A. RYALES  
Coordinator, Child and Youth  
Services



## Annex B–Lifeguard Uniform SOP to DFMWR Dress Code and Uniform Policy

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### MEMORANDUM FOR ALL FORT CAMPBELL AQUATICS PERSONNEL

**SUBJECT:** Lifeguard Uniform Standard Operating Procedure (SOP) for personnel of the Fort Campbell Aquatic Centers.

#### 1. References:

a. AR 215-1, Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities

2. Purpose: To establish requirement for Aquatics Lifeguards uniforms.

3. Scope: The provisions of this SOP are applicable to all lifeguards employed by Fort Campbell Aquatics. These facilities are operated by the Sports, Fitness and Aquatic (SFA) Branch of the Business and Recreation Division (BRD), within the Fort Campbell Directorate of Family and Morale, Welfare and Recreation (DFMWR).

#### 4. Concept of Requirements:

a. Lifeguards will have a proper uniform to include a uniform or distinguishing suit, whistle, first aid fanny pack with rescue pocket mask and disposable gloves (latex or non-latex).

b. Male seasonal employees will be issued one red lifeguard swim shorts, T-shirt, tank top, waist pack and whistle.

c. Female seasonal employees will be issued one red one-piece lifeguard swimsuit, T-shirt, tank top, waist pack and whistle.

d. Regular Part Time and Regular Full-Time employees who work year-round will be issued one additional swimsuit every six months of employment.

e. Additional management approved red one-piece lifeguard swimsuits or swim shorts may be purchased at employee's own expense.

f. Swimsuits may not be altered in any way.

g. Sports bras may be worn under lifeguard suits.

h. Black or red leggings may be worn under red guard shorts.

Annex B–Lifeguard Uniform SOP to DFMWR Dress Code and Uniform Policy  
(Continuation)

- i. Issued and returned equipment: sweatshirt and sweatpants sets. Lifeguards must pass a pre-test annually to wear sweatsuit sets in lifeguard stand on cold weather days.
- j. Issued short or long sleeve T-shirts and tank tops may be worn without testing.
- k. Personal Protective Equipment (PPE): Sunglasses, hat, sunscreen and lip balm will be provided and are required while on duty.
- l. Personal sunglasses may be worn while on duty at the outdoor pools only.
- m. Long hair must be pulled back at all times while on duty.
- n. At no time can lifeguards wear unauthorized attire while on duty to include any prior season issued clothing (including neon colors).
- o. Provided swimsuits may not be worn at any other facility or when not on duty within Fort Campbell Aquatics.
- p. Flip flops, Crocs, slides, Chacos or water shoes may be worn. They must be able to come off quickly or employee must be able to swim in them. No tennis shoes, boots or deck shoes will be allowed.

5. POINT OF CONTACT: The point of contact for this memorandum is Bernetta “Shay” Prather, DFMWR Sports, Fitness and Aquatics Chief, 270-798-7586 or [bernetta.m.prather.naf@army.mil](mailto:bernetta.m.prather.naf@army.mil).

ROBERT S. KEMBLE  
Chief, Business and Recreation  
Division

## **Definitions**

### **Business Casual**

Defined as a style of clothing that is less formal than traditional business wear, but is still intended to give a professional and businesslike impression. Business casual attire could include short or long sleeve button down shirt, sweater, polo/knit shirt with collar, khaki, gabardine, corduroy, twill or cotton pant or skirt. However, tight fitting or revealing clothing such as shorts, dresses/skirts that reveal more than 3" above the knee when standing; leggings, tights, or "jeggings" worn exclusively as pants/trousers; sweatpants, yoga pants, jogging pants, do not qualify as business casual.

### **Casual Friday**

Defined as a day in which administrative staff may wear jeans in good repair that do not have stains, holes or rips. Clothing with imprinted or embroidered logos such as college or sports teams may be worn on Casual Fridays. In the event that DFMWR has a distinguished visitor, casual Fridays may be suspended/cancelled. Notification of such visits will be provided as soon as information is available.

### **CBA**

Collective Bargaining Agreement. Negotiation of employment conditions agreed to by an organized body of employees (Union) and the employers.

### **DFMWR**

Directorate of Family and Morale, Welfare and Recreation. Entity of the Department of Defense (DOD) established in accordance with Army policies contained in AR 215-1. A network of support, recreation and leisure services designed for use by United States Soldiers, their families, military retirees and civilian employees.

### **FLEX**

The appointment category of an employee who serves in a continuing position on a scheduled or as-needed basis. No hours are guaranteed.

### **MWR**

Morale, Welfare and Recreation. Also known as DFMWR.

### **NAFI**

Non-appropriated fund instrumentality. A U.S. Government organization and fiscal entity that performs essential Government functions. It is not a Federal Agency. It acts in its own name to provide or assist other DOD organizations in providing MWR and other programs for military personnel, their Families, and authorized civilians. It is established and maintained individually or jointly by two or more DOD components. As a fiscal entity, it maintains custody of and control over its NAFs, equipment, facilities, land, and other assets. It is responsible for the prudent administration, safeguarding, preservation, and maintenance of those APF resources made available to carry out its function.

## ANNEX C—DEFINITIONS to DFMWR Dress Code and Uniform Policy (Continuation)

### **PFC**

Physical Fitness Center. Facilities operated by DFMWR that provide programs and activities that develop the cardiovascular fitness, strength conditioning, flexibility, and recreation of United States Soldiers, their family members, military retirees, and DOD civilians. They are the hub of the installation-level sports and fitness program. Fitness classes and exercise programs/instructions also may be offered in these facilities.

### **PPE**

Personal Protective Equipment. Protective clothing, garments or equipment designed to protect the wearer from injury or infection.

### **RFT**

Regular Full Time. Employee who serves in a continuing position on a scheduled basis with a regular workweek of 40 hours.

### **RPT**

Regular Part Time. Employee who serves in a continuing position on a scheduled basis with a regular workweek of 20 to 39 hours.

### **SOP**

Standard Operating Procedure. Set of instructions compiled by an organization to document policies and procedures intended to guarantee consistency, quality and safety.

ANNEX D—Annual Acknowledgement to DFMWR Dress Code and Uniform Policy

SUBJECT: Annual Acknowledgement

I \_\_\_\_\_ have read, received a copy, and understand of the DFMWR Dress Code Policy SOP.

1<sup>st</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

2<sup>nd</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

3<sup>rd</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

4<sup>th</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

5<sup>th</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

6<sup>th</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

7<sup>th</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

8<sup>th</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

9<sup>th</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date

10<sup>th</sup> Year:

\_\_\_\_\_  
Employee/Provider Signature

\_\_\_\_\_  
Date