



DEPARTMENT OF THE ARMY
 INSTALLATION MANAGEMENT AGENCY
 SOUTHWEST REGION
 1204 STANLEY ROAD, SUITE 9
 FORT SAM HOUSTON, TX 78234-5009



REPLY TO
 ATTENTION OF

SFIM-SW-Z

MEMORANDUM FOR All SWRO Personnel

SUBJECT: Southwest Region Office Guidance Memorandum #4

1. The following general guidance applies to all SWRO personnel:

a. **Tour of Duty.** In order to maximize the availability of SWRO staff, particularly during initial minimal staffing levels, core hours of work are based on an eight-hour period between 0700 and 1700. SWRO personnel shall establish tours of duty that do not commence before 0700 or end prior to 1600 unless on scheduled leave. Lunch periods can be established for 30, 60 or 90 minutes allowing for an 8-hour workday. Work schedule examples are:

Duty Hours	Lunch	Duty Hours
0700-1100	1100-1200	1200-1600
0730-1130	1130-1200	1200-1600
0700-1130	1130-1300	1300-1700

The Chief of Staff will consider exceptions to the core work hours on an individual basis due to hardship. Final approval authority for all exceptions is the Director.

b. **Training Holidays.** Military personnel assigned to the SWRO will comply with military training holidays established by the Chief of Staff of the Army (Encl 1). Department of the Army Civilians are authorized liberal leave during military training holidays but minimum staffing will be maintained.

c. **Office Attire.** The preferred attire for SWRO personnel is business casual as a minimum standard; i.e., no shorts, blue jeans, or tank tops. Blue jeans are authorized when task appropriate. Appropriate business dress required for distinguished visitors and temporary duty.

Hugh M. Exton, Jr.
 HUGH M. EXTON, JR.
 Director

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