



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
102 MCNAIR DRIVE  
FORT MONROE VIRGINIA 23651-1047

REPLY TO  
ATTENTION OF

ATBO-A

28 JUN 2011

MEMORANDUM FOR Commanders, TRADOC Installations

SUBJECT: Contractors in the Government Workplace

1. Contractors are an important component and represent a considerable portion of the work force performing our TRADOC mission. As more Government functions are contracted out, we can expect to see the proportion of contractors in the workplace continue to grow. For this reason, it is absolutely critical that commanders, contracting officers, Government managers, and their staffs, strictly adhere to policy provided below. Necessary oversight must be provided to guard against unauthorized contractor access to sensitive information.
2. Contracting officers must include provisions in all service contracts to require contractor personnel to identify themselves as contractors when attending meetings, answering Government telephones, or working in situations where their actions could be construed as official Government acts. In that regard, contractor employees must wear an identification badge at all times with his/her name and the name of the company. It is also necessary to modify contractors' E-mail address alias or directory entries to distinguish their affiliation; e.g., John.Smith (Contractor).
3. Contractors do not supervise Government employees nor can Government employees supervise contractors, except in extremely rare circumstances limited by law. Contractors may not render final decisions for the Government or represent the organization at policy decision group levels. Within TRADOC, contractors may not serve as voting members on deliberative boards, although contractors may participate as nonvoting members/advisors.
4. The Army policy is that sexual harassment and other forms of discrimination represent unacceptable conduct in The Army workplace, whether committed by or against its Government or contractor employees. Violation of this policy could result in joint liability for both The Army and the contractor(s). Equal Employment Office (EEO) officials shall bring to the direct attention of the contracting officer complaints between Government and contractor personnel.

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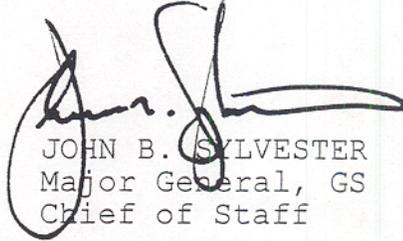
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5. Point of contact is Mr. Richard Dixon, 757-788-2584, DSN 680-2584, E-mail: dixonr3@monroe.army.mil, or FAX 788-5021.

FOR THE COMMANDER:



JOHN B. SYLVESTER  
Major General, GS  
Chief of Staff

CF:

Garrison Commanders

Directors of Contracting