



**ARKANSAS DEPARTMENT OF THE MILITARY
OFFICE OF THE ADJUTANT GENERAL
CAMP JOSEPH T. ROBINSON
NORTH LITTLE ROCK, ARKANSAS 72199-9600**

ASA HUTCHINSON
GOVERNOR

KENDALL W. PENN
MAJOR GENERAL
THE ADJUTANT GENERAL

NGAR-TAG

11 June 2020

MEMORANDUM FOR All Soldiers and Airmen of the Arkansas National Guard

SUBJECT: The Adjutant General's Policy 2020-19, Open Door Policy

1. As The Adjutant General, I am committed to ensuring the concerns of all members of the Arkansas National Guard are addressed professionally and fairly. Open communication at all levels is vital in maintaining a healthy organizational environment where all Soldiers, Airmen, and civilian employees thrive and are able to make a positive impact on the mission. I am a strong advocate for using the chain of command and supervisory channels to resolve issues arising in our units and organizations.
2. The policy does not apply to disciplinary actions and issues appropriately addressed by existing procedures. Examples of existing procedures not appropriate for open door discussion include but are not limited to Equal Opportunity issues, formal and informal investigations, reassignments, Inspector General inquiries, and civilian grading issues and grievances. This policy allows all members of the Arkansas National Guard to bring to my personal attention their concerns, facts, problems of a professional or personal nature, and ideas for improvement.
3. The only stipulation I have on this open door policy is that, after engaging your chain of command, you make an appointment to visit me. By making an appointment, this ensures we have the appropriate amount of time to visit. Otherwise, my schedule might not allow enough time to completely address your issue, or I could possibly be out of town.
4. Continuous, open communication throughout the organization should be the goal and responsibility of every Soldier, Airman, and civilian as we work together to meet our mission requirements and improve the Arkansas National Guard.

A handwritten signature in black ink, appearing to read "Kendall W. Penn".

KENDALL W. PENN
Major General
The Adjutant General