

**LESSON NUMBER:** 1

**TASK:** The Army's EO Program and Policies

**CONDITION:** Classroom environment

**STANDARD:**

1. Describe the Army's Policy Statement.
2. Define the Army's EO Policy.
3. Describe the EO Concept, Principles, and Program Components.

**TYPE OF INSTRUCTION:** Conference

**TIME OF INSTRUCTION:** 1 Hour

**MEDIA:** Viewgraph #1-1 through Viewgraph #1-6 and Student Handouts #1-1 and #1-2

**NOTE:** Obtain copies of the local commander's EO policy statement and ensure each student is provided a copy. **(note: included in student handout)**

**LEAD-IN:** The Army's Equal Opportunity Program was born in response to violent confrontations that erupted between racial and ethnic groups at posts and installations in the Continental United States (CONUS) and at overseas locations in 1969 and 1970. Many believed that these violent eruptions were in response to earlier race riots that had taken place in almost every major city across the country.

After numerous reports, task force studies, and soldier surveys, the one issue that permeated all findings was the actual or perceived issue of discrimination. Soldiers' morale was at an all time low, and a significant failure of communication existed across racial lines. These issues seriously jeopardized mission effectiveness and adversely undermined the Army's combat readiness.

The earliest attempt to institutionalize equal opportunity in the Army probably began with President Truman's executive order to desegregate the services in 1948. However, the 22 years that followed saw no significant, deliberate, well-conceived plan or program to check systemic discrimination and other forms of unequal treatment. Since 1970, the Army has been engaged in a long range program designed to ensure and improve combat readiness through an effective equal opportunity program.

Today, many changes have occurred, moving the Army's Equal Opportunity (EO) Program from a strictly educational and training initiative to a multifaceted management program with clear goals and objectives. Today's Army EO program addresses not only the long-term and sometimes inherent problems of discrimination, but also attempts to clarify and provide guidance to commanders on other issues related to religious accommodations, affirmative actions, unit cohesion, team building, and fair treatment.

These issues are an integral part of Army leadership and are nurtured and developed through a professional military education system.

Ultimately, what commanders and subordinate leaders do today will determine the Army's continued success for years to come. Today's commander has a better historical perspective on the potential price that is paid when issues of discrimination and unfair treatment are not swiftly addressed and dealt with.

## **PART I. EQUAL OPPORTUNITY PROGRAM**

1. The Army's position on Equal Opportunity is best articulated in the "ARMY POLICY STATEMENT ON EQUAL OPPORTUNITY" signed by the Army Chief of Staff and the Secretary of the Army.

"America's Army serves as the nation's leader in equal opportunity. This success comes from total commitment to the ideals upon which our country was founded. We must continue our strong leadership in this area to ensure equal opportunity for all. To accomplish this, we, the Army's senior leadership, reaffirm our commitment to these principles and will work to ensure that equal opportunity and freedom from sexual harassment are standard in America's Army.

People are the cornerstone of readiness. Sophisticated weapon systems and modern technology are of little value without a dedicated, trained team of professional soldiers and civilians. They must know they will be treated fairly, and with dignity and respect in all aspects of performing the mission. They have a right to expect from their leadership an environment in which their efforts can be fully directed towards mission accomplishment and not detracted by unequal treatment. Leaders are expected to enforce Army standards.

We are justifiably proud of the many accomplishments the Army has made in the field of human rights; however, much remains to be done. Leaders at all levels must continue to ensure the environment in which our soldiers and civilians work and live is free of discriminatory practices. Each individual has a right to compete for advancement based upon abilities and merit, irrespective of race, color, religion, gender, or national origin. Army civilians are further protected against discrimination based on age and physical or mental disability. Leaders at all levels have an obligation to create and maintain an environment with zero tolerance for discrimination and sexual harassment. We must continue to demonstrate that America's Army is the equal opportunity leader for the nation and the institution where men and women of diverse backgrounds can achieve their full potential in support of the Army's mission."

2. The Department of Defense (DoD) has established a Human Goal charter which specifies that all of us, in everything we do, must be based on the respect for soldiers, civilian employees, and family members and to recognize their individual needs, aspiration, and capabilities. Each one of these goals have a relationship to equal

opportunity. You as a soldier and a leader have a responsibility to work toward obtaining these goals.

### SHOW VIEWGRAPH #1-1

<b>THE ARMY'S EQUAL OPPORTUNITY POLICY</b>	
•	<b>Equal treatment for soldiers, family members and civilian employees</b>
•	<b>Provide an environment free from sexual harassment</b>
•	<b>Applies to:</b>
•	<b>On and off post</b>
•	<b>Soldiers, civilian employees, and family members working, living and recreational environments</b>

**QUESTION:** How does the Army's EO Policy affect you as a leader soldier? Responses should include that it's a leader's responsibility to support Army policies and programs.

3. You, your family members, military and civilian co-workers are protected under the EO Program.

4. The Army's EO policy is Chapter 6, AR 600-20, Army Command Policy. Related elements of the program are also contained in Chapter 4 and Chapter 7. These related elements, which will be discussed in detail later, include Prevention of Sexual Harassment (POSH), Religious Accommodations, etc.

**NOTE:** Refer students to Handout #1-1, EO Policy.

5. This policy states: "The policy of the U.S. Army is to provide equal opportunity and treatment for soldiers, civilian employees, and their families without regard to race, color, religion, gender, or national origin and to provide an environment free of sexual harassment. Soldiers are not accessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, color, religion, gender, or national origin. This policy has the following attributes:

- a. Applies both on and off post.
- b. Extends to soldiers, civilian employees, and family members.
- c. Applies to working, living, and recreational environments."

6. Equal Employment Opportunity (EEO) Policy. Civilian government employees (DA civilians) have the same EO protection as do military personnel. In addition to race, color, religion, gender, or national origin, DA civilians are also protected from discrimination based on disability and age. The EEO complaint process timelines, and other actions, while similar, are processed through the EEO Office. Assistance and guidance for supervisors is available from EEO counselors for resolving complaints or other EO related actions. As leaders, you must always remember that it is as important to act on EO problems from civilian employees as you would from military members.

7. Commanders at all levels are the EO officers for their commands. All commanders will--

a. Develop and implement EO programs for their organizations.

b. Identify unlawful discriminatory practices affecting military personnel, civilians, and family members, initiate corrective actions, and provide follow-up and feedback throughout problem resolution.

c. Promote EO and interpersonal harmony for all military personnel, civilians, and family members. One method of doing this is through ethnic observances/special commemorations.

d. Conduct EO training on a continuing basis for subordinate commanders and other civilian and military personnel that is consistent with this regulation, MACOM directives, and local guidance.

e. Monitor and assess the execution of EO programs and policies at all levels within their areas of responsibility.

f. Ensure involvement of public affairs personnel at every level of command in planning and publicizing equal opportunity programs and initiatives.

g. Publish and post written command policy statements for equal opportunity, the prevention of sexual harassment, an open door policy, and equal opportunity complaint procedures. All statements will be consistent with Army policy. Statements shall include an expression of the command's commitment to the Equal Opportunity Program, and reaffirm that unlawful discrimination and sexual harassment will not be practiced, condoned, or tolerated. The policy statement will explain how and where to file complaints. Additionally, the statement shall include complainants protection from acts or threats of reprisal. These statements are required for each MACOM, installation, separate unit, agency, and activity down to company/troop, battery or equivalent level. All policy statements concerning equal opportunity matters should be coordinated with the servicing judge advocate or legal advisor before they are published.

h. Ensure company and battalion level units' equal opportunity representatives/leaders (EOR) are appointed and trained.

i. Commanders will conduct a unit climate assessment and unit training needs assessment within 90 days of assuming command and annually thereafter. This assessment will be done using Army's Command Climate Survey, Unit Climate Profile, or the Military Equal opportunity Climate Survey.

## **SHOW VIEWGRAPH #1-2**

<b>EQUAL OPPORTUNITY PROGRAM CONCEPT</b>
<ul style="list-style-type: none"><li>• <b>Formulates, directs, and sustains</b></li><li>• <b>Strive to ensure fair treatment of all soldiers</b></li><li>• <b>Responsibility of leadership</b></li><li>• <b>Function of command</b></li></ul>

## **PART II. CONCEPT**

1. The Army's EO Program formulates, directs, and sustains a comprehensive effort to maximize human potential. It strives to ensure fair treatment of all soldiers based solely on merit, fitness, and capability, which support readiness. This philosophy is based on fairness, justice, and equity. The program is designed to:

a. Provide EO for you, your family members, and your civilian co-workers, both on and off post and within the laws of localities, states, and host nations.

b. Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America's Army.

c. It is the responsibility of Army leaders to support EO, not only legally, but morally as well. In addition, implementing and enforcing EO is a function of command.

## **SHOW VIEWGRAPH #1-3**

### **EQUAL OPPORTUNITY PRINCIPLES**

- **Commanders and leaders are responsible for unit EO**
- **Promote harmony, do not merely avoid disorder**
- **Support individual and cultural diversity**
- **Discipline will not be compromised**
- **Fair and equal treatment for all soldiers and employees are emphasized**

2. Leaders and commanders must ensure the EO program is effective and fair. To accomplish this requires applying the five basic principles of the EO Program. These principles are:

a. Commanders and leaders are responsible for unit EO. Each commander and leader are responsible for the EO program. Not only must you comply with the EO Program, but you must also ensure that your soldiers or civilian employees know what the policy is and what is expected from them. Enforcing compliance of the policies is one of responsibilities that accompanies leadership.

b. Promote harmony, do not merely avoid disorder. All leaders need to promote the harmony of their subordinates, not just correcting their deficiencies. Use reasonable and consistent standards for everyone.

c. Support individual and cultural diversity. Regardless of your own background, military and DA civilian personnel must be aware of, and show respect for all religious, cultural, and gender differences of other personnel. Everyone must learn about others and understand how some preconceived and unwarranted prejudices must be overcome. We must all be capable of living and/or working in a common environment within the Army.

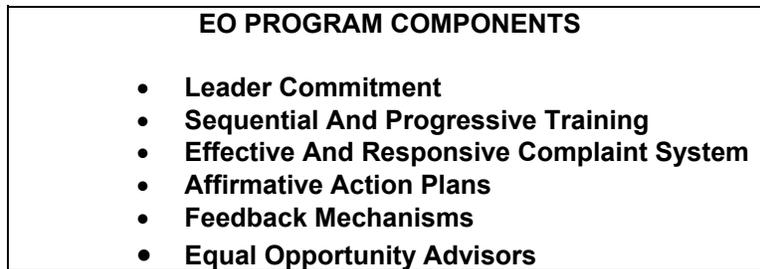
d. Discipline will not be compromised. Discipline can and must be maintained. However, the discipline applied needs to reflect the situation and should not reflect, or be perceived by others as unjustified, or a reflection on race, color, religion, ethnicity, or gender.

e. Fair and equal treatment for all soldiers and employees is emphasized. The crucial element, in terms of morale and fairness, is not just what the situation is supposed to be - it is what the soldier or employee perceives it to be. You must take steps to ensure not only that soldiers and civilians receive fair and equal treatment, but that they fully realize it is fair treatment.

3. Essential to having a successful EO program, a combination of elements must be in place. These elements include a strong commitment by leaders to support the program,

sequential and progressive training at all levels, an effective and responsive complaint system, affirmative action plans, feedback mechanisms, and EOAs and EORs.

#### SHOW VIEWGRAPH #1-4



a. **Leader Commitment.** As the leader whom the soldiers in the platoon have the most direct and continuous contact with, you become the person who your soldiers count on. The soldiers should feel they can count on you for support and assistance when they need help. You are obligated to consistently demonstrate your support and commitment for the Army's EO Program. It is your responsibility to ensure the policy on equal opportunity and sexual harassment is known by all soldiers whom you are responsible for. You must also ensure the use of even-handed enforcement for discrimination or sexual harassment violations. The commander's personal policy statement should be presented during initial orientation to all new members of your unit when they in-process.

b. **Sequential and Progressive Training.** Training is the primary method used to teach soldiers and civilians new skills and prevent inappropriate behavior. Through training and education, the Army seeks to influence and promote an environment that treats everyone with dignity and respect. Training is also the Army's method for improving communications and awareness which is vital to team building and unit cohesion. The Army wants to ensure that soldiers and DA civilians understand not only the consequences of their actions, but also feel assured of command intervention to correct EO problems.

c. **An Effective and Responsive Complaint Process.** A key component of the Army's EO Program is an effective and responsive complaint system. The Army has established a comprehensive complaint system for military personnel. The Army wants to ensure that every soldier and DA Civilian has a readily available system for submitting their grievances without intimidation or threat of reprisal. You will receive additional instruction on the Army complaint procedures during this course.

d. **Affirmative Action Plan.** Affirmative Action Plans (AAP) are planned, achievable steps that are designed to prevent, identify, and eliminate unlawful discriminatory treatment of soldiers. These plans also assist in monitoring the progress of meeting the goals of equal opportunity.

e. **Feedback Mechanisms.** The Army has various methods of obtaining feedback on how well the EO program is working. These methods include tracking the number of complaints, sensing sessions with soldiers, EO surveys and climate assessments. All of these provide feedback to the chain of command and other senior leaders on the effectiveness of the Army's EO program and policies.

f. **Equal Opportunity Advisors.** A key component of the Army's EO program is the Equal Opportunity Advisor (EOA). Every unit in the Army from brigade level to major commands are required to have an EOA. The EOA is the individual who receives special training in the area of equal opportunity. Their primary responsibility includes receiving and assisting in processing individual complaints of unlawful discrimination or sexual harassment; assisting commanders in assessing, planning, implementing and evaluating EO action plans; understanding and articulating Army policy concerning equal opportunity.

### **PART III. RELATED ELEMENTS**

In addition to the EO program components, there are a number of areas that are related to the program. These areas oftentimes are directly related to EO because if someone has a problem with the program, they are usually based on race, gender, religion, national origin, or color. These related elements significantly expand the scope and meaning of EO in the Army.

#### **SHOW VIEWGRAPH #1-5**

- | <b>RELATED EO PROGRAM ELEMENTS</b>  |
|---|
| <ul style="list-style-type: none"><li>• <b>Military Discipline And Conduct</b></li><li>• <b>Appropriate Behavior</b></li><li>• <b>Extremist Groups</b></li><li>• <b>Army Language Policy</b></li><li>• <b>Accommodating Religious Practices</b></li></ul> |

**QUESTION:** How do you as a leader define military discipline?

a. **Military Discipline and Conduct.** Military discipline is the result of effective training, and it is affected by every facet of military life. You and other leaders are trained to understand that in order to maintain discipline and morale, you must uphold policies and regulations that establish certain standards of behavior both on and off duty. Military discipline is manifested in unit cohesion and bonding necessary for a spirit of teamwork, and in Army leadership by fairness, justice, and equity for all soldiers and DA civilians regardless of race, color, national origin, gender, or religion.

b. **Appropriate Behavior.** When assessing whether a certain incident is an EO violation, or an act of sexual harassment, you and your leaders must decide whether the behavior was appropriate for each given situation. As members of the military service,

we are subject to a different set of behavioral standards than our civilians counterparts. For example, within the civilian work environment the pursuit of romantic relationships may not receive the same level of scrutiny as it would for those in uniform. The assumption that is normally held is that what occurs between consenting adults is all right. However, when such attractions have the potential for problems or exist between soldiers of unequal rank and position, Army leaders must assess the appropriateness as it relates to senior-subordinate relationships and which can lead to incidents of sexual harassment.

c. **Extremist Groups.** All soldiers must understand the activities of extremist groups or similar hate groups are inconsistent with the responsibilities of military service. Therefore, you must reject participation in any organization that espouses a supremacist cause or right, attempts to create or practice illegal discrimination, or advocates the use of force or violence to deprive individuals or groups of their civil rights. You will receive more in-depth training on extremist activities and organizations.

d. **Army Language Policy.** English is the operational language of the Army. We are all required to speak English on duty when doing so is clearly necessary to perform military functions, to promote safety, or other bona fide reasons to accomplish the mission. Soldiers are not required to speak English for personal communications which are unrelated to the mission. Speaking a language other than English on the job is no way prohibited. Leaders should not require soldiers to speak English for personal communications which are unrelated to the mission. Your sound judgment in such situations and an ability to communicate policy and rationale clearly will promote a healthy EO climate in your unit and ensure that operational communications are understood by everyone.

e. **Accommodating Religious Practices.** The Army also places a high value on the rights of soldiers to observe and practice their respective religions. It is the Army policy to grant requests for commendation of religious practices when they have no adverse impact on military readiness, unit cohesion, standards, health, safety, discipline, or otherwise interfere with the performance of the soldier's military duties. However, such accommodations cannot be guaranteed and must be considered on a case-by-case basis. Request for religious accommodation apply to four general areas: worship, dietary practices, medical practices, and religious dress and appearance. Such requests are approved or denied by the unit commander. The challenge for the commander is to find ways to grant accommodation while maintaining a sense of balance and fairness without arousing perceptions of preferential treatment.

**CLOSING:** During this period of instruction, you have learned that the primary focus of the Army's EO Program is to provide an environment that ensures fair treatment, mutual respect and dignity for all. We have also indicated EO is a readiness issue which affects unit cohesion, team building, mission accomplishment, and victory on the battlefield. The Army's EO Program is Army policy. As a leader and unit EOR you have

a responsibility to implement and enforce compliance with the Army policy, both legally and morally. Summarize lesson objectives.

**STUDENT HANDOUT #1-1**  
**ARMY'S EQUAL OPPORTUNITY POLICY**

1. Concept. The Equal Opportunity (EO) Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all based solely on merit, fitness, and capability, which supports readiness. This philosophy is

based on fairness, justice, and equity. EO is a responsibility of leadership and a function of command. Specifically, the goals of this program are to:

a. Provide EO for military personnel, civilians, and family members both on and off post and within the limits of the laws of localities, states, and host nations; and,

b. Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America's Army.

## 2. The Army's Equal Opportunity policy:

a. The U.S. Army will provide equal opportunity and treatment for military personnel, civilians, and families without regard to race, color, religion, gender, or national origin and provide an environment free of sexual harassment. This policy:

(1) Applies both on and off post, during duty and non-duty hours.

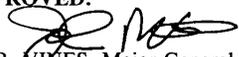
(2) Applies to working, living, and recreational environments (including both on- and off-post housing).

b. Soldiers are not accessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, color, religion, gender, or national origin. The assignment and utilization of female soldiers is the only exception to our non-biased personnel management process. AR 600-13, Army Policy for the Assignment of Female Soldiers, prescribes policies, procedures, responsibilities, and the position coding system for female soldiers.

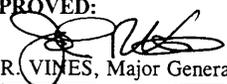
c. The Department of the Army holds senior officials accountable for the equal opportunity climates of their commands.

d. Rating and reviewing officials shall evaluate each member's commitment to elimination of unlawful discrimination and/or sexual harassment and document significant deviations from that commitment in evaluation reports. This includes administering appropriate administrative, disciplinary, or legal action(s) to correct inappropriate behavior.

<b>POLICY OR PRECEDENT</b> (XVIII Abn Corps and Ft Bragg Memo 25-50)		
<b>1. SUBJECT</b> Command Policy Statement - Equal Opportunity		<b>2. MASTER POLICY NO.</b> EO-98-01
<b>3. ORIGINATOR</b> AFVC-EO	<b>4. PHONE NUMBER</b> 432-0663	<b>5. DATE ESTABLISHED</b> 10/02/00
<p><b>6. SYNOPSIS: (if more space is needed, use reverse side.)</b></p> <p>1. The policy of the U.S. Army is to provide equal opportunity and fair treatment for soldiers and their families without regard to race, color, religion, gender, or national origin.</p> <p>2. As the Equal Opportunity Officer for this command, I am fully committed to ensuring equal opportunity for each member of the 82d Airborne Division, and I expect the chain of command to maintain that same commitment. The Equal Opportunity Program enhances our readiness posture by fostering a climate of mutual respect and dignity, in which our soldiers can reach their full potential. It requires that all actions, both favorable and unfavorable, be based strictly on individual merit.</p> <p>3. Like any readiness issue, Equal Opportunity requires continuous involvement by soldiers and their leadership. Soldiers, family members and civilian employees have a right to fair and just treatment both on and off duty.</p> <p>4. Violations of this policy should be reported through the chain of command, or through the several alternate channels available, including my EO staff advisors. Commanders have a full range of administrative and punitive measures to use when dealing with those who willfully violate this policy.</p> <p>5. I expect full leadership involvement in implementing this policy.</p>		
<p><b>7. TYPE POLICY</b></p> <p><input type="checkbox"/> NEW</p> <p><input checked="" type="checkbox"/> CHANGE</p> <p><input type="checkbox"/> REVOCATION</p>		<p><b>8. IDENTIFY POLICY AFFECTED</b></p> <p>This policy supersedes policy EO-98-01, dtd 24 Sep 98 this Headquarters, subject as above.</p>
		<p><b>9. APPROVED:</b></p> <p> JOHN R. VINES, Major General, USA, Commanding</p>
<p><b>10. DIRECTIVE ON WHICH BASED (Show date, subject, and origin.)</b></p> <p>15 Jul 99, Army Command Policy, AR 600-20</p>		
<b>11. DISTRIBUTION</b> A		<b>12. DATE PUBLISHED</b>

<b>POLICY OR PRECEDENT</b> (XVIII Abn Corps and Ft Bragg Memo 25-50)		
<b>1. SUBJECT</b> Command Policy Statement - Prevention of Sexual Harassment		<b>2. MASTER POLICY NO.</b> EO-98-02
<b>3. ORIGINATOR</b> AFVC-EO	<b>4. PHONE NUMBER</b> 432-0663	<b>5. DATE ESTABLISHED</b> 10/02/00
<b>6. SYNOPSIS: (if more space is needed, use reverse side.)</b> <p>1. The policy of the U.S. Army is that sexual harassment is unacceptable conduct and will not be tolerated. Commanders and leaders at all levels must foster a command climate which allows soldiers to perform their mission without fear of harassment or reprisals. Sexual harassment violates acceptable standards of respect, impartiality, and decency; it interferes with our mission-focus and degrades our combat readiness.</p> <p>2. AR 600-20 lists several types of behavior which constitute sexual harassment. These include unwelcome sexual advances or requests for sexual favors as a condition of employment, promotion, or other career decisions. It also includes deliberate or repeated offensive comments, gestures or physical contact of a sexual nature which create a hostile or intimidating environment. This definition is all-inclusive: it applies on and off duty, on and off post, and to soldiers, family members, and civilian employees.</p> <p>3. Unless the nature or severity of the offense requires immediate intervention, soldiers who perceive that they are being sexually harassed should first attempt to resolve the problem by informing the other person that their behavior is offensive. In cases where the harassment continues, the victim must promptly report the harassment to an appropriate authority (i.e. chain of command, EO staff advisor, SJA, IG or chaplain).</p> <p>4. Leaders and troopers at all levels must be proactive in training on the prevention of sexual harassment. Leaders will examine allegations of sexual harassment swiftly and fairly, and take appropriate corrective actions.</p> <p>5. I expect full leadership involvement in implementing this policy.</p>		
<b>7. TYPE POLICY</b>  <input type="checkbox"/> NEW  <input checked="" type="checkbox"/> CHANGE  <input type="checkbox"/> REVOCATION		<b>8. IDENTIFY POLICY AFFECTED</b> This policy supersedes policy EO-98-02, dtd 24 Sep 98 this Headquarters, subject as above.  <b>9. APPROVED:</b>  JOHN R. VINES, Major General, USA, Commanding
<b>10. DIRECTIVE ON WHICH BASED (Show date, subject, and origin.)</b> 15 Jul 99, Army Command Policy, AR 600-20		
<b>11. DISTRIBUTION</b> A		<b>12. DATE PUBLISHED</b>

<b>POLICY OR PRECEDENT</b> (XVIII Abn Corps and Ft Bragg Memo 25-50)	
<b>1. SUBJECT</b> Command Policy Statement - Equal Opportunity Complaint Procedures and Reprisals	<b>2. MASTER POLICY NO.</b> EO-98-03
<b>3. ORIGINATOR</b> AFVC-EO	<b>4. PHONE NUMBER</b> 432-0663
<b>5. DATE ESTABLISHED</b> 10/02/00	
<b>6. SYNOPSIS: (if more space is needed, use reverse side.)</b>	
<p>1. The policy of the U.S. Army is to provide equal opportunity and fair treatment for soldiers and their families without regard to race, color, religion, gender, or national origin. As part of this policy all soldiers and their family members have the right to:</p> <ul style="list-style-type: none"> <li>a. Present a complaint to the command without fear of intimidation, reprisal, or harassment.</li> <li>b. Communicate with the chain of command concerning their complaint.</li> <li>c. Receive assistance when submitting a complaint.</li> <li>d. Receive training on the Army's equal opportunity complaint and appeals process.</li> </ul> <p>2. There are two types of EO complaints: INFORMAL and FORMAL.</p> <ul style="list-style-type: none"> <li>a. An informal complaint is any complaint that a soldier or family member does not file in writing. These complaints should be resolved at the lowest possible level, either by the individual, another unit member, or a person in the chain of command. Informal complaints are not subject to time suspenses and are not reportable.</li> <li>b. A formal complaint is any complaint a soldier or family member files by submitting a sworn statement on DA Form 7279-R (Equal Opportunity Complaint Form). Although the processing of equal opportunity complaints through the chain of command is strongly encouraged, this is not the only channel available to soldiers and their family members. The alternate agencies to file a complaint include: higher echelon in the chain of command, Equal Opportunity Advisors, Inspector General, Chaplain, Provost Marshal/CID, Staff Judge Advocate, and Housing Referral Office. The required timelimes, reporting procedures and investigation procedures associated with a formal complaint are clearly spelled out in AR 600-20, Appendix E. I expect these procedures to be followed in resolving formal EO complaints.</li> </ul> <p>3. Reprisal. Leaders are prohibited from taking any action that discourages a soldier or family member from filing a complaint or seeking assistance in resolving EO matters. It is a chain of command responsibility to ensure the complainant is protected from reprisal or retaliation for filing an equal opportunity complaint. Should soldiers or family members be threatened with such an act, or should an act of reprisal or retaliation occur, immediately report the circumstances to the chain of command, the Inspector General, or to the higher headquarters Inspector General.</p>	
<b>7. TYPE POLICY</b>	<b>8. IDENTIFY POLICY AFFECTED</b>
<input type="checkbox"/> NEW  <input checked="" type="checkbox"/> CHANGE  <input type="checkbox"/> REVOCATION	This policy supersedes policy EO-98-03, dtd 15 Jul 97 this Headquarters, subject as above.  <b>9. APPROVED:</b>  JOHN R. VINES, Major General, USA, Commanding
<b>10. DIRECTIVE ON WHICH BASED (Show date, subject, and origin.)</b> 15 JUL 99, Army Command Policy, AR 600-20	
<b>11. DISTRIBUTION</b> A	<b>12. DATE PUBLISHED</b>

<b>POLICY OR PRECEDENT</b> (XVIII Abn Corps and Ft Bragg Memo 25-50)		
<b>1. SUBJECT</b> Open Door Policy		<b>2. MASTER POLICY NO.</b> CS-93-03
<b>3. ORIGINATOR</b> AFVC-CG	<b>4. PHONE NUMBER</b> 432-3011/5200	<b>5. DATE ESTABLISHED</b> 10/02/00
<p><b>6. SYNOPSIS: (if more space is needed, use reverse side.)</b></p> <p>1. While I will see any member of the 82d Airborne Division who wishes to see me for any reason on any subject, I want our soldiers first to try to solve their problems by using their immediate chain of command. Seeking help close to the source will normally provide troopers with a faster solution to their problem. In almost every instance when the chain of command is made aware of an issue, they will take appropriate action to solve it.</p> <p>2. After the above procedures have been followed, any trooper who still desires to see me can do so by contacting my Aide-de-Camp (2-3011) or the Division Command Sergeant Major (2-3908) to obtain an appointment.</p>		
<p><b>7. TYPE POLICY</b></p> <p><input type="checkbox"/> NEW</p> <p><input checked="" type="checkbox"/> CHANGE</p> <p><input type="checkbox"/> REVOCATION</p>	<p><b>8. IDENTIFY POLICY AFFECTED</b></p> <p>This policy supersedes policy CS-93-03, dtd 24 Sep 98 this Headquarters, subject as above.</p>	
<p><b>9. APPROVED:</b></p> <p style="text-align: center;"> JOHN R. VINES, Major General, USA, Commanding</p>		
<p><b>10. DIRECTIVE ON WHICH BASED (Show date, subject, and origin.)</b></p> <p>15 Jul 99, Army Command Policy, AR 600-20</p>		
<b>11. DISTRIBUTION</b> A		<b>12. DATE PUBLISHED</b>



# THE ARMY'S EQUAL OPPORTUNITY POLICY

**THE US ARMY WILL PROVIDE EQUAL OPPORTUNITY AND FAIR TREATMENT FOR MILITARY PERSONNEL, FAMILY MEMBERS, AND DA CIVILIAN WITHOUT REGARD TO RACE, COLOR, RELIGION, GENDER, OR NATIONAL ORIGIN, AND PROVIDE AN ENVIRONMENT FREE FROM SEXUAL HARASSMENT.**

**APPLIES TO:**

- **ON AND OFF POST**
- **DUTY DUTY AND NON-DUTY HOURS**
- **WORKING, LIVING, AND RECREATIONAL ENVIRONMENTS**



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# **EQUAL OPPORTUNITY PROGRAM CONCEPT**

- **FORMULATES, DIRECTS, AND SUSTAINS**
- **STRIVE TO ENSURE FAIR TREATMENT OF ALL SOLDIERS**
- **RESPONSIBILITY OF LEADERSHIP**
- **FUNCTION OF COMMAND**



# **EQUAL OPPORTUNITY PRINCIPLES**

- **COMMANDERS AND LEADERS ARE RESPONSIBLE FOR UNIT EO**
- **PROMOTE HARMONY, DO NOT MERELY AVOID DISORDER**
- **SUPPORT INDIVIDUAL AND CULTURAL DIVERSITY**
- **DISCIPLINE WILL NOT BE COMPROMISED**
- **FAIR AND EQUAL TREATMENT FOR ALL SOLDIERS AND CIVILIAN EMPLOYEES ARE EMPHASIZED**



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# **EQUAL OPPORTUNITY PROGRAM COMPONENTS**

- **LEADER COMMITMENT**
- **SEQUENTIAL AND PROGRESSIVE TRAINING**
- **EFFECTIVE AND RESPONSIVE COMPLAINT SYSTEM**
- **AFFIRMATIVE ACTIONS PLANS**
- **FEEDBACK MECHANISMS**
- **EQUAL OPPORTUNITY ADVISORS (EOA)**



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# **RELATED EO PROGRAM ELEMENTS**

- **MILITARY DISCIPLINE AND CONDUCT**
- **APPROPRIATE BEHAVIOR**
- **EXTREMIST GROUPS**
- **ARMY LANGUAGE POLICY**
- **ACCOMMODATING RELIGIOUS PRACTICES**