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DEPARTMENT OF THE ARMY
HEADQUARTERS, XVIII AIRBORNE CORPS AND FORT BRAGG
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FORT BRAGG, NORTH CAROLINA 28110-6100



5 November 2015

MEMORANDUM FOR Soldiers and Civilians of XVIII Airborne Corps and Fort Bragg

SUBJECT: Commanding General's Policy Letter #3: Trust, Teamwork and Cohesion

1. In this Corps and at Fort Bragg, we are trusted professionals who uphold all Army policies fostering and supporting Army Values, fair treatment and equal opportunity. This memorandum serves as my Commander's Intent for equal opportunity (EO), unfair treatment, consideration of others, sexual harassment and assault response and prevention (SHARP), participation in extremist or gang organizations, hazing and any other form of unfair or abusive treatment. It applies to all personnel assigned or attached to the XVIII Airborne Corps and Fort Bragg, on or off duty, and on or off post.

2. Trust, the foundation of teamwork and cohesion, is crucial for effective mission command and disciplined initiative in any organization. Our lives are frequently in the hands of our fellow Soldiers even in training – trust is key. Our Soldiers and Civilians live and soldier in accordance with the seven Army values and the Soldier's and Civilian's Creeds. We always treat others by the Golden Rule – as we expect to be treated – fairly and with dignity and respect.

3. Accordingly, prejudice, discrimination, unfair treatment, or participating in groups who promote these things, is completely against what America's Army represents. Our Soldiers and Civilians do not tolerate any of these activities. Our leaders will treat Soldiers, Civilians, Family members and all people with dignity and respect. There are no "initiations" for new Soldiers arriving to any unit. All Soldiers are expected to meet Army and unit standards of performance and successfully complete upcoming training events. We will train long, hard, at night, in rough terrain and harsh weather – that is initiation enough.

4. Leaders work to prevent any form of prejudice or maltreatment. If they hear of or see it, they quickly intervene to correct the situation and, if appropriate, report it up the chain of command. We attempt to resolve these issues at the lowest appropriate level. If a complainant is unsatisfied or perceives the immediate chain of command is part of the problem, he/she may also complain to higher levels of the chain of command, to chaplains, EO advisors, unit SHARP representatives, the Inspector General, and other agencies such as Military Family Life Consultants, Provost Marshal, and Medical Agency Personnel. Issues may also be brought to my attention through the "CG's Hotline" (8-BOSS, or 910-395-2677) and ultimately using my Open Door policy. Leaders will assist complainants, protect them from reprisal, investigate thoroughly and take action swiftly and fairly.

5. Trust, Teamwork and Cohesion are essential to our combat readiness. Our leaders will ensure that our leadership climate at all levels promotes and sustains these three important concepts.

STEPHEN J. TOWNSEND
Lieutenant General, US Army
Commanding

5 Ends

- 1. SHARP
- 2. EO
- 3. Equal Employment Opportunity (EEO)
- 4. EO and EEO Complaint Procedures
- 5. Treatment of Persons

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SUBJECT: Enclosure 1 (Sexual Harassment/Assault Prevention and Response (SHARP)) to Commanding General's Policy Letter #3: Trust, Teamwork and Cohesion

1. References.

a. AR 600-20 (Army Command Policy), 6 November 2014.

b. U.S. Army Forces Command Sexual Harassment/ Assault Response and Prevention (SHARP) Program Army Stand-Down Operations Order, 12 June 2013.

2. Supersession. This memorandum supersedes and replaces Master Policy #139, Sexual Harassment/ Assault Response & Prevention (SHARP) Program Policy, published on 13 September 2013. Leaders should not interpret this guidance as unlawful command influence.

3. BLUF: Sexual harassment and assault (SH/SA) are not only serious crimes; they are intentional fratricide which destroys the climate of Trust, Teamwork and Cohesion necessary for effective units and organizations. They erode the combat readiness of our Corps to deploy, fight and win. Casualties of SH/SA may suffer mental and physical injuries. Like our disciplined response to roadside bombs, we must treat SH/SA like serious threats. We must get "left of the boom" by preventing sexual harassment and assaults before they happen and then respond much more effectively if they occur.

4. The main obstacle to a Soldier reporting an incident of sexual assault or harassment is their lack of confidence the chain of command will react swiftly, maintain confidentiality and investigate aggressively. This culture must be changed—and this responsibility lies with us, the members and leaders of XVIII Airborne Corps and Fort Bragg. It is our duty to defend against these attacks. Fight to change the perception leaders "don't care, and no action will be taken." See yourself and your unit. Conduct battlefield circulation, command climate surveys, sensing sessions, workplace inspections, and conduct vignette-based SHARP training in small group discussions.

5. Commanders at all levels are responsible for establishing a climate of Trust, Teamwork and Cohesion and for leading their SHARP program. Leaders will protect the victim and the accused by immediately separating both parties involved, maintaining confidentiality and reporting the incident to the Brigade Commander or first COL (O-6) in the chain of command and CID who will investigate. The chain of command will take any allegations seriously and use all available tools to protect our Soldiers. I expect the same from everyone in this Command.

6. I want you to believe that sexual assault and sexual harassment are serious issues that we must address. The culture of "harmless pranks and sexual innuendo" is unacceptable. Protect your Soldiers through the proper unit climate, smart Sponsor and Battle Buddy assignments and the application of solid leadership.

7. XVIII Airborne Corps unit commanders, including non-traditional brigade-level commands, separate battalions, branches or unit detachments without an assigned brigade chain-of-command located on Fort Bragg, will:

(a) Identify and appoint one full-time SARC/SHARP Specialist and one full-

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SUBJECT: Enclosure 1 to Commanding General's Policy Letter #3: Trust, Teamwork and Cohesion, Sexual Harassment/Assault Prevention and Response (SHARP)

time VA/SHARP Specialist at the brigade and brigade equivalent level. Personnel assigned to SARC/SHARP and VA/SHARP duties should not normally be dual-hatted as, or assume the simultaneous duties of, the Brigade Equal Opportunity Advisor.

(b) Establish designated SHARP work area(s) that provides the ability to conduct private conversations and has standard logistical support items of similar staff offices (computers, office phone, email access, and secure, lockable file cabinets for case file storage in a room not accessible to others).

(c) Ensure Brigade SHARP personnel have appropriate communication abilities (cell phone) and transportation (committed government vehicle) needed to accomplish advocacy tasks.

(d) Ensure all Sexual Harassment documentation (hard copy) are transferred from the EOA to the SARC/SHARP and VA/SHARP IAW Army Records Information Management Systems (ARIMS) at: <https://www.arims.army.mil/arims/login.aspx>.

(e) Ensure copies of all Sexual Assault and Sexual Harassment intake packets are submitted to the Installation SHARP office for input into the Integrated Case Reporting System (ICRS) / Defense Sexual Assault Incident Database (DSAID).

(f) Publish brigade-level Sexual Harassment, Sexual Assault, and Equal Opportunity policy letters that separate the SHARP Program from the Equal Opportunity Program. Examples found at <https://airborne.bragg.army.mil/library>.

(g) Attend Sexual Assault Review Board (SARB) meetings as instructed. Be prepared to engage in case review of assigned SA victims and/or offenders.

(h) Report status of trained SARC/SHARP and VA/SHARP at brigade, battalion, and company levels IAW reference c.

(i) Document mandatory unit SHARP training in the Defense Training Management System (DTMS). Report status of SHARP training conducted for the unit IAW reference c.

(j) Ensure Brigade SHARP personnel participate in Corps/Installation SHARP program activities, to include SARC training, planning, committee and sub-committee membership.

(k) Ensure Brigade SHARP personnel comply with policies, procedures, and instructions regarding SHARP on-call system and sexual assault hotline usage and protocols. Ensure that no other unit duties take precedence over on-call SHARP duties.

8. Point of contact is the Corps Sexual Harassment/Assault Prevention and Response Program Manager at DSN 239-3921 or 24/7 Hotline at (910) 584-4267.

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SUBJECT: Enclosure 2 (Equal Opportunity (EO)) to Commanding General's Policy Letter #3: Trust, Teamwork and Cohesion

1. References.

a. DoD Directive 1020.02E (Diversity Management and Equal Opportunity in the DoD), 8 June 2015.

b. DoD Directive 7050.6 (Military Whistleblower Protection), 17 April 2015.

c. AR 600-20 (Army Command Policy), 6 November 2014.

2. Supersession. This memorandum supersedes and replaces Master Policy #24, Equal Opportunity (EO) Complaint Procedures and Reprisals, published on 21 June 2011.

3. Commanders, leaders, and supervisors must establish and sustain a climate that fosters respect for the individual while eliminating discriminatory attitudes and conduct. Prejudice, discrimination, unfair treatment, or participating in groups who promote these things is completely against what America's Army represents. Our Soldiers and civilians will act in accordance with the Seven Army Values and the Soldier's and Civilian's Creeds. We always treat others by the Golden Rule—as we expect to be treated—fairly and with dignity and respect.

4. I am the Chief Equal Opportunity Officer for the XVIII Airborne Corps and Fort Bragg. I expect subordinate commanders to take the mantle of responsibility as Equal Opportunity Officer for his/her unit or organization. Commanders will adhere to the Equal Opportunity duties and responsibilities outlined in AR 600-20.

5. Although I want EO complaints to flow through the chain of command first, it does not serve as the only channel available to resolve complaints. You may use other channels such as your unit EO Leader, an EO Advisor at brigade or higher level, the Inspector General's Office, the Chaplain's Office, Commander's Open Door policy or the Commanding General's Hotline at 910-396-2677 (6-BOSS).

6. Leaders will treat all reports of EO violations IAW Appendix C of AR 600-20. Allegations will be investigated and appropriate action will be taken based on the individual merits of each allegation. I will not tolerate acts of reprisal or attempts to suppress anyone who wants to file a legitimate EO complaint. Any individual wishing to file an EO complaint will immediately contact their supervisor, other leader in the chain of command or unit EO Advisor for guidance and assistance.

7. Point of contact is the Corps Equal Opportunity Program Manager at 910-432-3921.

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SUBJECT: Enclosure 3 (Equal Employment Opportunity (EEO)) to Commanding General's Policy Letter #3: Trust, Teamwork and Cohesion

1. References.

- a. DoD Directive 1020.02E (Diversity Management and Equal Opportunity in the DoD), 8 June 2015.
- b. DoD Directive 7050.6 (Military Whistleblower Protection), 17 April 2015.
- c. AR 600-20 (Army Command Policy), 6 November 2014.
- d. AR 690-12 (Equal Employment Opportunity and Affirmative Action), 4 March 1988.

2. Supersession. This memorandum supersedes and replaces Master Policy #108, Equal Opportunity (EO) and Civilian Equal Employment Opportunity, published on 13 January 2010.

3. I am firmly committed to the Army's EEO vision to be the model employer with a diverse workforce founded upon equality of opportunity and free of unlawful harassment and discrimination. Trust, the foundation of teamwork and cohesion, is crucial for effective mission command and disciplined initiative in any organization. We always treat others by the Golden Rule—as we expect to be treated—fairly and with dignity and respect.

4. All leaders, directors, managers, and supervisors will take prompt and effective action to eliminate discrimination. They will fully support the Fort Bragg Affirmative Employment Plan as well as all employment laws designed to create a workforce that is representative of the civilian labor force at all levels. Affirmative employment practices include recruitment activities designed to reach all segments of the civilian labor force, fair selection procedures, career development training, and recognition programs.

5. Leadership support is necessary to ensure all employees and applicants are treated fairly and afforded an opportunity to compete equally for the benefits associated with employment at Fort Bragg. All allegations of discrimination and/or harassment will be addressed promptly, effectively and fairly. Leaders will ensure employees are not subjected to retaliation or reprisal for participating in the EEO process.

6. Civilian employees or applicants for employment who believe they have been discriminated against on the basis of race, national origin, color, age, sex, religion, disability (mental or physical), genetic information and/or reprisal for engaging in protected EEO activity should report it immediately to their chain of command, the EEO office (910-396-5214) or the IG. They may also use the "CG's Hotline" (910-396-2677, or 6-BOSS) and ultimately my open door policy.

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SUBJECT: Enclosure 4 (EO and EEO Complaint Procedures) to Commanding General's Policy Letter #3: Trust, Teamwork and Cohesion

1. References.

a. 10 U.S. Code, Section 1581 (Complaints of Sexual Harassment: Investigation by Commanding Officers), 3 January 2012.

b. DoD Directive 1020.02E (Diversity Management and Equal Opportunity in the DoD), 8 June 2015.

c. DoD Directive 7050.6 (Military Whistleblower Protection), 17 April 2015.

d. AR 600-20 (Army Command Policy), 6 November 2014.

e. AR 690-12 (Equal Employment Opportunity and Affirmative Action), 4 March 1988.

f. AR 690-600 (Equal Employment Opportunity Discrimination Complaints), 9 February 2004.

g. Army Directive 2015-39 (Inclusion of Sexual Orientation in the Military Equal Opportunity Program), 14 October 2015.

2. Supersession. This memorandum supersedes Master Policy #108, Equal Opportunity (EO) and Civilian Equal Employment Opportunity, published on 13 Jan 10.

3. Discrimination within this command will not be tolerated. Leaders work to prevent any form of prejudice or maltreatment; if they hear or see it, they quickly intervene to correct the situation and, if appropriate, report it up the chain of command. Any Soldier, DA civilian, or Family member subject to discrimination based on race, color, religion, gender, sexual orientation or national origin is encouraged to utilize their Chain of Command, the Commander's Open Door policy, or file a formal or informal complaint utilizing Brigade, Division or Corps Equal Opportunity Advisors.

4. There are two types of EO complaints, informal and formal.

a. An informal complaint is defined as any complaint a Soldier, DA civilian, or Family member does not wish to file in writing. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or any other person in the complainant's chain of command or alternate agency, are not subject to a formal timeline and can be upgraded to formal complaints.

b. A formal complaint occurs when a complainant files in writing and swears to the accuracy of the information. Formal complaints must be acted upon within three calendar days. The appointed Investigating Officer has 14 calendar days to investigate the allegations, report back to the commander and brief the complainant of the outcome. The complainant has the right to appeal to the next higher commander within seven calendar days. Formal complaints cannot be downgraded to informal complaints.

5. The Equal Opportunity Advisor (EOA) conducts a follow-up assessment of both substantiated and unsubstantiated formal EO complaints to measure the effectiveness of any actions taken and to detect and deter any acts or threats of reprisal.

6. Complaints by civilian personnel alleging discrimination should be handled in accordance with the procedures contained in the listed references or following the guidance provided by the Equal Employment Opportunity Office at 910-396-5214. Complaints by Soldiers and civilians may also be brought to my attention utilizing the "CG's Hotline" at 910-396-2677 (6-BOSS) and ultimately using my Open Door Policy. Leaders will assist complainants, protect them from reprisal, investigate thoroughly and take action swiftly and fairly.

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SUBJECT: Enclosure 5 (Treatment of Persons) to Commanding General's Policy Letter #3: Trust, Teamwork and Cohesion

1. References.

- a. AR 15-6 (Procedures for Investigating Officers and Boards of Officers), 2 October 2006.
- b. AR 380-67 (Personnel Security Program), 24 January 2014.
- c. AR 600-20 (Army Command Policy), 6 November 2014.

2. BLUF: Soldiers, civilians and leaders will live and work by the Golden Rule -- treating all persons as they want to be treated - with dignity and respect. There is no place in our Army for maltreatment, hazing, bullying or other behaviors that fundamentally oppose our values. While Army life is replete with many time-honored customs, leaders must educate their units to avoid customs that demean or belittle individuals while preserving those that properly celebrate the personal milestones and professional achievements that make our Army great. Actions such as "unauthorized initiations," harassment, hazing or bullying, to include on-line bullying, run counter to our values and are prohibited in all cases. The willingness of any participant is irrelevant. This paragraph is punitive. Service members who violate this policy are subject to adverse administrative action and/or punishment under the Uniform Code of Military Justice IAW AR 600-20.

3. Command Responsibilities. This is command business. Commanders and directors will ensure this policy is effectively communicated to every member under their command or supervision, immediately report allegations of criminal behavior to law enforcement, and ensure any complaints of hazing or bullying brought forward are protected from reprisal or retaliation. Additionally, commanders and directors at all levels will:

- a. Take proactive steps to enforce this policy and ensure all incidents are investigated IAW AR 15-6.
- b. Coordinate all reports of hazing and bullying with the unit Equal Opportunity Advisor (EOA) to ensure that all the allegations are recorded and tracked in the Equal Opportunity Reporting System (EORS).
- c. Ensure unit security managers record any substantiated derogatory information in JPAS (or subsequent system) for Soldiers with clearances IAW AR 380-67.

4. Individuals should report incidents of hazing or bullying to the unit chain of command, law enforcement or the appropriate Inspector General's office. All complainants will be protected from acts or threats of reprisal.