DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION (MECHANIZED)
FORT HOOD, TEXAS 76544-5000

REPLY TO
ATTENTION OF

AFYB-CG

MAR 22 2007

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Equal Opportunity (EO) Program

1. References:

a. Army Regulation 600-20, Army Command Policy, 7 June 2006.

b. III Corps Command Policy, EO-1, 17 July 2006, Equal Opportunity.

2. Purpose. To define the 4TH Infantry Division's command policy of providing Equal Opportunity to all Soldiers, family members, and civilians serving in the 4TH Infantry Division.

3. Policy.

a. Equal Opportunity provides each individual equal opportunity and treatment based solely upon merit, fitness, and capability without regard to race, color, religion, gender, or national origin. No Soldier shall, under any circumstances, violate or deny an individual's right to equal opportunity or equal treatment.

b. Violations of the Equal Opportunity policy are contrary to our professional ethics and Army Values and WILL NOT BE TOLERATED in this command. We are all professionals and should act as such. We must treat each other with dignity and respect.

4. Expectations. All Soldiers must act in a proper manner at all times. There is no excuse for improper behavior. Specifically, I expect the following from Soldiers in the 4TH Infantry Division:

a. Leaders: Establish a command climate that respects the dignity of all Soldiers, regardless of race, color, religion, gender, or national origin. Install a feedback mechanism to provide an assessment of unit climate. Leaders will treat <u>all</u> complaints, whether formal or informal, promptly and provide feedback to complainants. Furthermore, leaders will ensure that complainants are protected from threats or acts of reprisals.

b. Soldiers: Behave properly at all times. Treat others as you want and expect to be treated. Report inappropriate behavior to your chain of command or your supporting Equal Opportunity Advisor (EOA).

5. Equal Opportunity Program guidance. A successful EO program is based on three points: Education, Enforcement, and Feedback. Quality Equal Opportunity Representatives (EORs) are vital to a successful Equal Opportunity program within units. Commanders, with the assistance from their EOA, should select their representatives carefully and focus on Soldiers who demonstrate exceptional leadership and communications skills and the ability to facilitate small group discussion. Commanders will incorporate the following program guidance:

a. Education: Consideration of Others (CO2) training is proactive, small group, discussion-based instruction requiring two hours of training each quarter for a total of eight hours annually. Leaders should take an active role to create a tailor-made package of instruction based on the needs of their unit. I expect training to be vignette based in a seminar format. Instruction that does not generate group discussion is not my intent --Soldier interaction is. Prevention of Sexual Harassment is mandatory and must be conducted semi-annually. Other appropriate training includes EO Complaint Procedures, Fraternization/Improper Relationships, Racism, Indecent Language, Sexism, Values/ Ethics/ Behavior, Diversity, Religious Accommodation, and Extremist Groups.

b. Enforcement: Every leader must be alert for instances of unlawful discrimination or harassment. Complaints must always get a swift, concerned response from members of the chain of command. The guidance set forth in AR 600-20 must be followed without exception.

c. Feedback: Communication is key to making this program work. Leaders should conduct regular sensing sessions and unit climate surveys to gauge the success of their program. EO Advisors and Representatives can help in this matter—use them.

6. Commanders will comply with the Military Whistleblower Protection Act: Department of the Army personnel are prohibited from taking acts of reprisal against any Soldier for filing a complaint of unlawful discrimination or sexual harassment (see DoD Directive 7050.6).

7. I will provide a proper EO command climate for the 4TH Infantry Division. I will use frequent sensing sessions to monitor the effectiveness of our programs. I am committed to making fair and equal treatment a way of life for the great Soldiers of the 4TH Infantry Division. I expect subordinate commanders to implement similar programs in their organizations.

8. This Command Policy Memorandum supersedes Command Policy Memorandum E0-02, dated 21 June 2004.

JEFFERY W. HAMMOND
Major General, USA
Commanding

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