DEPARTMENT OF THE ARMY
HEADQUARTERS, AFNORTH BATTALION
U.S. ARMY, NATO
UNIT 21601
APO AE 09703

REPLY TO
ATTENTION OF

ACAC-BC

14 July 2005

MEMORANDUM FOR All US Army NATO Personnel Assigned to Allied Joint Force Command Brunssum

SUBJECT: Battalion Policy Memorandum # 3 – Equal Opportunity (EO) Program

1. REFERENCES: DA PAM 35-20, Unit Equal Opportunity Training Guide, 1 Jun 94, AR 15-6, Procedures for Investigating Officers and Boards of Officers, 30 Sep 96; DA PAM 600-15, Extremist Activities, 1 Jun 00; AR 600-20, Army Command Policy, 13 May 02; and TC 26-6, Commander's Equal Opportunity Handbook, 1 Apr 05.

2. People are our most important and precious asset. Each person has needs, abilities, and interests. In all that we do, each person must be respected as an individual and recognized for his or her aspirations, capabilities, and personal needs. Leaders and supervisors should understand behaviors, attitudes, and the social atmosphere within our military community. Both military personnel and civilian employees must be treated fairly, regardless of race, color, religion, mental or physical handicap, sex, age, or national origin. Everyone must be provided an equal opportunity to achieve, according to individual talents, capabilities, and efforts. This means all personnel will be treated equally when being considered for reenlistment, promotion, schooling, career development and discipline.

3. The policy of the Department of the Army and the HQ, AFNORTH Battalion, US Army, North Atlantic Treaty Organization, is to resolve legitimate complaints at the lowest level and provide adequate procedures for such resolution. Leaders will ensure that Soldiers are fully aware of procedures for obtaining redress of complaints including those against the chain of command.

4. The final responsibility for all issues involving the AFNORTH Battalion ultimately rests with the Commander. It is, therefore, essential that my policy concerning the equal opportunity program be clearly understood by every Soldier of this Battalion. I fully support, without reservations, the objectives, policies, and concepts of equal opportunity as defined and set forth by applicable presidential and departmental directives. I expect and insist on the unreserved support of the program by all personnel, particularly those in leadership and supervisory positions within this battalion.

5. I am committed to honesty, integrity, and impartiality in accomplishing the AFNORTH Battalion mission. Discrimination in any form will not be tolerated. I expect all military personnel and civilian employees to be committed to achieving and maintaining the highest possible standards in all areas of human relations, equal opportunity, and equal employment opportunity.

6. The primary purpose of this policy is to ensure that a discrimination free environment exists within the AFNORTH Battalion and to institute a widely understood procedure to expeditiously resolve any complaints. Equal Opportunity for all Soldiers in the battalion is the only acceptable standard. THERE WILL BE NO DEVIANCE. This is not a goal: THIS IS A MANDATE.

7. The chain of command is the primary channel for correcting discriminatory practices and for communication on Equal Opportunity matters. All personnel are encouraged to first utilize their chain of command to resolve complaints. The vast majority of problems are resolved most expeditiously and effectively through the chain of command. All units will comply with the following requirements:

a. Commanders will conduct a unit Equal Opportunity climate assessment within the first 90 days of assuming command and annually thereafter.

b. Equal Opportunity training goals will be briefed during quarterly and semi-annual training briefs.

c. Commanders will be thoroughly familiar with AR 600-20, Army Command Policy, 13 May 02.

d. Commanders are the Equal Opportunity Officers for their command.

8. Complaints involving alleged discrimination/sexual harassment will be reported immediately and be impartially investigated and adjudicated by officials concerned. Soldiers may file formal or informal complaints without fear of reprisals by everyone concerned.

9. I encourage all members of the Battalion to bring complaints of an EO matter to the attention of the Company Commanders, Section OIC/NCOIC, Battalion EO Leader, the Group EO Advisor, the Equal Opportunity Office, or the Inspector General. Complaints may also be directed to me, the Battalion Executive Officer, or the Command Sergeant Major.

10. I expect every member of this battalion to adhere strictly to the policy set forth above and to give their full and active support to the Equal Opportunity Program.

11. A copy of this memorandum will be permanently posted on all unit and workplace bulletin boards.

12. The point of contact for this memorandum is the Equal Opportunity Leader (EOL), SFC Ahlquist at DSN 364-3933 or commercial 0031-45-526-3933.

BJ Constantine
BJ CONSTANTINE, JR.
LTC, AG
Commanding