



DEPARTMENT OF THE ARMY
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY FORT DIX
BUILDING 5518 SEVER AVENUE
JOINT BASE MCGUIRE-DIX-LAKEHURST, NJ 08640-7226

REPLY TO
ATTENTION OF

AFRC-RTC-ND

14 May 2015

MEMORANDUM FOR NCO Academy Personnel

SUBJECT: Policy Letter 3 Equal Opportunity (EO)

1. Reference: AR 600-20, Army Command Policy, dtd 6 November 2014.
2. Purpose: To ensure every individual has the opportunity to reach his or her potential free of unlawful discrimination or harassment.
3. Background: The EO Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness. The EO philosophy is based on fairness, justice, and equality. Leaders are responsible for sustaining a positive EO climate.
4. Policy: We will provide fair treatment for all individuals without regard to race, color, gender, religion, national origin, and provide an environment free of unlawful discrimination and offensive behavior. The policy applies both on and off post, during duty and non-duty hours.
 - a. All personnel should attempt to resolve issues of discriminatory actions at the lowest possible level. Individuals are encouraged to elevate their concerns through the chain of command or other agencies when inappropriate behaviors continue after an attempt at resolution, and/or discriminatory behavior is condoned or encouraged within the chain of command.
 - b. Personnel should attempt to handle their complaints at the lowest level possible. There may be times when an individual may feel uncomfortable submitting the complaint directly to the lowest level chain of command. In such cases, the individual should submit the complaint directly to the Equal Opportunity Advisor or support agency. Leaders will not preclude or hinder personnel from using these channels.
 - c. The chain of command will not reprise against those with a complaint. Additionally, the chain of command will take appropriate action against individuals who violate the EO policy.
5. I fully support the EO program and demand the same level of support from leaders at all levels. Each leader must be proactive and use communication, education, and training to ensure maximum awareness of these standards.

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6. Point of contact is the undersigned at kimberly.k.kemper4.mil@mail.mil or 609-562-3619.

KIMBERLY K. KEMPER
CSM, USA
Commandant

Key Terms

- (1) **Discrimination:** Any action that unlawfully or unjustly results in unequal treatment of persons or groups based on race, color, gender, national origin, or religion.
- (2) **Disparaging terms:** Terms used to degrade or connote negative statements pertaining to race, color, gender, national origin, or religion. Such terms may be expressed as verbal statements, printed material, visual material, signs, symbols, posters, or insignia. The use of these terms constitute unlawful discrimination.
- (3) **Equal opportunity:** The right of all persons to participate in, and benefit from, programs and activities (for example, career, and employment, educational, social) for which they are qualified. These programs and activities will be free from social, personal, or institutional barriers that prevent people from rising to the highest level of responsibility possible. Persons will be evaluated on individual merit, fitness, and capability, regardless of race, color, sex, national origin, or religion.
- (4) **Gender discrimination:** The action taken by an individual to deprive a person of a right because of their gender. Such discrimination can occur overtly, covertly, intentionally, or unintentionally.
- (5) **National origin:** An individual's place of origin or that of an individual's ancestors. The term also applies to a person who has the physical, cultural, or linguistic characteristics of a national group.
- (6) **Prejudice:** A negative feeling or dislike based upon a faulty or inflexible generalization (that is, prejudging a person or group without knowledge or facts).
- (7) **Race:** A division of human beings identified by the possession of traits transmissible by descent and that is sufficient to characterize persons possessing these traits as a distinctive human genotype.
- (8) **Racism:** Any attitude or action of a person or institutional structure that subordinates a person or group because of skin color or race.
- (9) **Religion:** A personal set or institutionalized system of attitudes, moral or ethical beliefs and practices held with the strength of traditional views, characterized by ardor and faith, and generally evidenced through observances.
- (10) **Sexism:** Attitudes and beliefs that one gender is superior to another.

The definitions for these key terms are reprinted from paragraph 6-2 of Army Regulation 600-20, Army Command Policy, 18 March 2008 (incorporating Rapid Acton Revision, 27 April 2010).