



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF ARMY RESERVE  
2400 ARMY PENTAGON  
WASHINGTON, DC 28310-2400

DAAR-ZA

7 Apr '17

MEMORANDUM FOR Commanders, America's Army Reserve

SUBJECT: Army Reserve Policy on Equality, Access, Fundamental Fairness and Right of Redress

1. As I stated on my first day in Command, it is the ethos and policy of America's Army Reserve that we treat each other with dignity, an abiding sense of mutual respect and a pervasive climate of genuine inclusivity. We should afford equal access to and consideration for opportunity to our Soldiers and Civilian teammates based on merit, fitness, capability and potential regardless of race, color, religion, sex (gender identity), sexual orientation, national origin, or other arbitrary barriers. Period. This basic concept is a Constitutionally-protected right, and it is precisely what we have sworn an oath to protect. Never forget that.

2. Put simply, adherence to the core values of mutual respect, equality-of-opportunity and battle-buddy trust form the fundamental elements of who we are as Soldiers and Civilians, in America's Army Reserve. We drive a culture that provides — everyday — a working, training and living environment which acknowledges the worth and dignity of each member of our team. Each one of us can expect to be pushed, challenged and — from time-to-time — stressed as we train and discipline ourselves for the harsh realities of combat, but we should never tolerate or expect to be harassed, humiliated, assaulted or abused as a part of that preparation for war. It is not who we are. We are a team of highly-skilled and relentlessly committed professionals; we know what is right.

3. It is in this vein that I have attached a number of annexes, enclosures and references that identify discrete aspects of this basic principle — "Do the right thing; treat each other well" — which specific Army regulations or policies have further incorporated into various procedures and training requirements. This memorandum and the enclosures, provide you a comprehensive and consolidated Army Reserve policy (see Enclosures 1-9). Familiarize yourselves with it, and apply your best judgment as Commanders as to how to best tailor training to your units on these important topics to maximize its value, impact and relevance. Be creative, and be engaged. In many cases, you are likely to find that more than one topic or subject can be adequately refreshed at the same time. Moreover, understand that I do not intend to micro-manage how you, as a Commander, account for every aspect of your training. I do not expect you to account for every Soldier and Civilian, by name, for every aspect of your training. I do expect you to ensure that your team is trained to the requisite standard.

DAAR-ZA

SUBJECT: Army Reserve Policy on Equality, Access, Fundamental Fairness and Right of Redress

4. Regardless of who we are, where we are from, or what personal beliefs or attributes we may have brought with us into the Army, the common-thread through all of this is simple: Be excellent to each other. Foster a command environment where standards of professionalism are clear, non-negotiable and inclusive. Every Soldier and Civilian in our Army should feel secure in knowing that their leaders will protect them and enforce these basic American values. It is who we are. Consistent focus on character and professionalism is a combat multiplier. Get after it.

5. I recognize that aggregating a number of previously disparate policies and memos into one over-arching policy letter is unprecedented. It is purposeful. I chose it to get your attention and to assure you that I am counting on both your personal engagement and effort, as well as your resourceful use of both time and discretion in getting after it. We live in culturally complex times. As such, it is critical that each of you understand that this is about much more than signing a few memos; it is about the character, the capability and the mutual trust that either does, or does not, reside in your Command. None of your troops should have any doubt regarding your commitment to them, their dignity or their rights in the most awesome team in America.

6. For questions regarding this memo, our policy or my commitment to you, contact me at: (910) 570-9119.

9 Encls

*Treat each other as all of the professionals. The you are. Keep pushing.*

CHARLES D. LUCKEY  
Lieutenant General, U.S. Army  
Chief of Army Reserve/Commanding  
General, U.S. Army Reserve Command

CF:

(Via Commanders and Leaders) 200,000 Soldiers & Civilians. 20 Time Zones.

Army Reserve Policy on Equality, Access, Fundamental Fairness and Right of Redress

ENCLOSURE 1  
TABLE OF CONTENTS

	Army Reserve Policy Equality, Access Fundamental Fairness and Right of Redress
Enclosure 1	Table of Contents
Enclosure 2	Commanding General Policy Memo 4, Equal Opportunity Complaint Processing System
Enclosure 3	Commanding General Policy Memo 6, Treatment of Persons (Hazing and Bullying)
Enclosure 4	Army Reserve Military Equal Opportunity Policy Statement
Enclosure 5	Army Reserve Policy Statement on Sexual Harassment/Assault Response and Prevention (SHARP)
Enclosure 6	References
Enclosure 7	USAR Equal Opportunity (EO) Policy Documents
Enclosure 7 - Appendix A	Extremist Organizations and Activities
Enclosure 7 - Appendix B	Army Reserve EO Assistance Line
Enclosure 7 - Appendix C	Command Climate Assessments
Enclosure 7 - Appendix D	Develop and Conduct Equal Opportunity Training
Enclosure 8	Army Reserve Equal Employment Opportunity (EEO) Policy Documents
Enclosure 8 - Appendix A	Prevention of Sexual Harassment for Civilian Personnel
Enclosure 8 - Appendix B	Equal Employment Opportunity
Enclosure 8 - Appendix C	Anti-Harassment
Enclosure 8 - Appendix D	Alternative Dispute Resolution
Enclosure 8 - Appendix E	Reasonable Accommodation for Individuals with Disabilities
Enclosure 8 - Appendix F	Retaliation for Engaging in Protected EEO Activity
Enclosure 9	Army Reserve SHARP/EO/EEO Mandatory and Optional Training Events and Observances
Enclosure 9 - Appendix A	Special Commemorations and Ethnic Observances
Enclosure 9 - Appendix B	SHARP/EO/EEO Mandatory Training Events



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY RESERVE COMMAND**  
**4710 KNOX STREET**  
**FORT BRAGG, NC 28310-5010**

**AFRC-EO**

**MEMORANDUM FOR Commanders, U.S. Army Reserve Major Subordinate Commands, Army Reserve Directors and Chiefs, Coordinating, Special and Personal Staff Agencies, and Secretary of the General Staff**

**SUBJECT: Commanding General Policy Memo 4, Equal Opportunity Complaint Processing System**

**1. References:**

a. Army Regulation (AR) 600-20, Army Command Policy, Appendix C, Equal Opportunity/Sexual Harassment Complaint Processing System, 6 November 2014.

b. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 9 February 2004.

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

d. Army Directive 2016-35, Army Policy on Military Service of Transgender Soldiers, 7 October 2016.

2. Soldiers, Civilians, and their Family members have the right to present Equal Opportunity (EO) complaints of discrimination without fear of intimidation or reprisal. I and others in the chain of command are responsible to ensure complainants are protected from acts of reprisal or retaliation for filing an EO complaint.

3. I am fully committed to maintaining an environment within the Army Reserve free of discrimination and reprisal. Everyone, regardless of their race, color, sex (gender identity), sexual orientation, religion, or national origin, must be treated with dignity and respect. All Soldiers and employees must feel free to report instances of discrimination and be confident that a reported incident will be promptly investigated and corrected. Commanders and Soldiers at all levels must also maintain an environment free from the fear of reprisal for presenting complaints or making other such authorized disclosures.

4. I expect commanders and leaders at all levels to create, maintain, and enforce an environment of dignity and respect in the Army Reserve.

5. Army Command Policy (AR 600-20) encourages processing of EO complaints through the chain of command; however, the chain of command is not the only channel available for Soldiers, Civilians, and Family members. Complainants may also use alternate agencies identified in AR 600-20 such as higher echelons in the

**ENCLOSURE 2**

AFRC-EO

SUBJECT: Commanding General Policy Memo 4, Equal Opportunity Complaint Processing System

chain of command, the Inspector General, Chaplain, Provost Marshal, medical agencies, Staff Judge Advocate, and Chief, Community Housing Referral and Relocation Services Office. Civilians are encouraged to utilize the Equal Employment Opportunity Complaint system pursuant to AR 690-600.

6. Commanders and others who receive EO complaints must follow established procedures outlined in AR 600-20, Appendix C to process complaints. This protects the victim, the alleged offender, all witnesses, and the integrity of the system. Deviation from the prescribed procedures could cause unnecessary delays in the processing of the complaint. Timeliness is an important issue in the resolution of complaints of discrimination.

7. I expect all commanders and leaders to support efforts to maintain an Army Reserve free of discrimination by taking the following steps:

a. To the extent practicable, commanders receiving a "formal" EO complaint on DA Form 7279, Equal Opportunity Complaint Form, will submit a detailed description of the allegation to the first general officer in the chain of command within 72 hours after receipt via the Equal Opportunity Reporting System (EORS).

b. All formal complaints of discrimination will be processed IAW AR 600-20, Appendix C. I expect commanders to follow the timelines outlined in the regulation to conclusion without deviation.

c. Commanders will ensure leaders and EO program personnel are adequately trained and prepared to receive and process EO complaints within their respective organization.

d. Commanders will take appropriate and timely actions when allegations of discrimination are substantiated. Commanders will publicize results of substantiated discrimination complaints in order to demonstrate the importance of EO within the command. All publicized results will maintain the confidentiality of both the victim and the accused.

8. For assistance, contact your command's EO Advisor, Inspector General or call the Army Reserve EO Assistance Line at 1-855-434-0986.

//APPROVED//  
CHARLES D. LUCKEY  
Lieutenant General, U.S. Army  
Commanding

CF:  
Commander, 7th MSC  
Commander, 9th MSC



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY RESERVE COMMAND**  
**4710 KNOX STREET**  
**FORT BRAGG, NC 28310-5010**

**AFRC-EO**

**MEMORANDUM FOR Commanders, U.S. Army Reserve Major Subordinate Commands, Army Reserve Directors and Chiefs, Coordinating, Special and Personal Staff Agencies, and the Secretary of the General Staff**

**SUBJECT: Commanding General Policy Memo 6, Treatment of Persons (Hazing and Bullying)**

1. Reference: Army Regulation 600-20, Army Command Policy, 6 November 2014.
2. The Army is a values-based organization where everyone is encouraged to do what is right by treating others with dignity and respect. Hazing, bullying, and other behaviors that undermine dignity and respect are fundamentally in opposition to our Army values and are prohibited. The physical or mental injury caused by hazing and bullying damages the unit and the readiness of the force. It further destroys trust and cohesion among Soldiers and Civilians and erodes the foundation of our Army values and Warrior Ethos.
3. I and every commander, director, and supervisor will set the appropriate example regarding the prevention of bullying or hazing and will take proper actions to create and sustain an environment that promotes dignity, respect, teamwork, and trust. Our success as the Army Reserve depends on our Soldiers, Civilians, and Family members and having a healthy, positive, and professional work environment free of hostility.
4. The definition of hazing and bullying is stated in paragraph 4-19 of Army Regulation 600-20. Victims of bullying, hazing, and maltreatment are encouraged to report incidents to their chain of command and/or the appropriate Inspector General's (IG) office. Soldiers who violate this policy may be subject to punishment under the Uniform Code of Military Justice. Commanders should seek the advice and counsel of their legal advisor when taking action pursuant to this policy.
5. Commanders and directors will ensure that this policy is effectively communicated to every military member and Civilian employee under their command or supervision. The chain of command will thoroughly investigate every reported hazing or bullying incident and protect every complainant from reprisal and retaliation.
6. Commanders are responsible for coordinating with the unit Equal Opportunity Advisor (EOA) or Civilian Equal Employment Opportunity Advisor to ensure all hazing or bullying allegations are entered in the Department of the Army's system of record, the

**ENCLOSURE 3**

AFRC-EO

SUBJECT: Commanding General Policy Memo 6, Treatment of Persons  
(Hazing and Bullying)

Equal Opportunity Reporting System (EORS), regardless of the type of investigation conducted (law enforcement, IG, or administrative).

7. For more information on this memorandum, contact your command's EO Advisor or call the Army Reserve EO Assistance Line at (855) 434-0986.

//APPROVED//  
CHARLES D. LUCKEY  
Lieutenant General, U.S. Army  
Commanding

CF:  
Commander, 7th MSC  
Commander, 9th MSC



**DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF ARMY RESERVE  
2400 ARMY PENTAGON  
WASHINGTON DC 20310-2400**

DAAR-ZA

MEMORANDUM FOR America's Army Reserve

SUBJECT: Army Reserve Military Equal Opportunity Policy Statement

1. Reference: Army Regulation 600-20, Army Command Policy, 6 November 2014.
2. It is the policy of the Department of Defense, the Department of the Army and that of America's Army Reserve that all Soldiers and Families will be afforded equal access to and consideration for opportunity based on merit, fitness, capability, and potential regardless of race, color, religion, sex (gender identity), sexual orientation, national origin, or other arbitrary barriers. This is a non-negotiable, Constitutionally-protected right.
3. I not only endorse this policy to the maximum extent of the law, but I embrace it as a fundamental element of who we are as Soldiers. We are fully committed to providing a working, training, and living environment which recognizes the dignity and worth of each member of America's Army Reserve team. In addition to the legal, moral, and ethical imperative to create and maintain an environment free of discrimination, equal opportunity builds readiness and combat effectiveness. I will not tolerate violations of this policy. Don't you. I expect commanders and leaders at every echelon in this team to emulate, enforce, and advance it as an unambiguous statement of who and what we are as an organization.
4. For more information on this memorandum, contact your command's EO Advisor or call the Army Reserve EO Assistance Line at (855) 434-0986.

**//APPROVED//  
CHARLES D. LUCKEY  
Lieutenant General, U.S. Army  
Chief of Army Reserve**

ENCLOSURE 4



**DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF ARMY RESERVE  
2200 ARMY PENTAGON  
WASHINGTON, DC 20310-2400**

DAAR-ZA

**MEMORANDUM FOR America's Army Reserve**

**SUBJECT: Army Reserve Policy Statement on Sexual Harassment/Assault Response and Prevention (SHARP)**

1. Commanders, Soldiers and Civilians will maintain an environment free of sexual misconduct throughout the Army Reserve. All commanders, managers and supervisors must actively work to eliminate any form of sexual misconduct from the workplace and create a positive command climate. Army policy promotes the sensitive care and confidential reporting for victims of sexual harassment/sexual assault and accountability for those who commit these crimes. I expect no less in the Army Reserve as we treat one another at all times with dignity and respect.

2. Sexual harassment and sexual assault go against the core values of the Army. This misconduct disrupts the good order and discipline in the ranks and brings discredit upon the Army Reserve. All personnel must be empowered to intervene and prevent sexual misconduct and to also report any incidents that do happen. Leaders must ensure that all reported incidents are promptly investigated and dealt with appropriately. We must also maintain an environment free from the fear of reprisal for Soldiers and Civilians doing their part to prevent or report misconduct.

a. All reports of sexual harassment will be directed to the commander's Sexual Assault Response Coordinator (SARC) for processing IAW AR 600-20. Commanders will work closely with the SARC to keep the complainant informed throughout the process and meet all published timelines.

b. All unrestricted reports of sexual assault will be managed IAW AR 600-20 guidelines and will be reported to the Staff Judge Advocate and to the Criminal Investigation Division (CID) within 24 hours of notification. Commanders will work closely with SHARP personnel to ensure that victims are assisted and informed of all processes to include line of duty processing, medical care, resources and transfers as applicable. Commanders will ensure that victims are kept notified throughout the process.

3. I expect commanders and leaders to support these efforts by taking the following steps:

a. Create a climate that does not tolerate sexual misconduct. If these incidents do occur, ensure that victims and subjects are treated with due process according to Army policy.

ENCLOSURE 5

DAAR-ZA

SUBJECT: Army Reserve Policy Statement on Sexual Harassment/Assault Response and Prevention (SHARP)

- b. Create a climate that encourages Soldiers and Civilians to intervene and victims to report incidents of sexual misconduct without fear.
  - c. Conduct sexual harassment and sexual assault prevention training and awareness programs to educate Soldiers, Civilians and Family members (e.g. Not In My Squad).
  - d. Ensure sensitive and comprehensive treatment to restore victims' health and well-being.
4. Army leaders are the critical factor in creating, maintaining and enforcing an environment of dignity and respect in the Army Reserve. Commanders have the responsibility to make this expectation a reality. We must totally eliminate sexual harassment and sexual assault from within our Army Reserve. It is vital to our readiness and mission accomplishment.
5. Point of contact is the USARC SHARP Program Manager, LTC Karen R. Saravia at (910) 570-9441 or karen.r.saravia.mil@mail.mil.

**//APPROVED//**  
**CHARLES D. LUCKEY**  
Lieutenant General, U.S. Army  
Chief of Army Reserve

ENCLOSURE 6  
REFERENCES

1. Applicable references on Equal Opportunity (EO) are stated in the following documents:
  - a. Army Regulation (AR) 600-20, Army Command Policy, 6 November 2014.
  - b. Department of the Army Pamphlet 600-15, Extremist Activities, 1 June 2000.
  - c. Training Circular 26-6, 23 June 2008, Subject: Commander's Equal Opportunity Handbook.
  - d. Memorandum Secretary of the Army, 23 December 2013, Subject: Army Directive 2013-29 (Army Command Climate Assessments).
  - e. Memorandum, Secretary of Defense, May 01, 2014, Subject: Sexual Assault Prevention and Response.
  - f. Memorandum, Under Secretary of Defense for Personnel and Readiness, July 25 2013, subject: Command Climate Assessments.
  - g. Army Directive 2015-39, Inclusion of Sexual Orientation in the Military Equal Opportunity Program, 14 October 2015.
  - h. Army Directive 2016-35, Army Policy on Military Service of Transgender Soldiers, 7 October 2016.
2. Applicable policies on Equal Employment Opportunity (EEO) are stated in the following documents:
  - a. Title 29 Code of Federal Regulations, Part 1614, Federal Sector Equal Employment Opportunity.
  - b. Army Regulation 690-600, Equal Employment Opportunity (EEO) Discrimination Complaints, 09 February 2004.
  - c. Equal Employment Opportunity Commission (EEOC) Management Directive 715.
  - d. EEOC Management Directive 110.
  - e. Army Alternative Dispute Resolution Policy, 22 June 2007.
  - f. Army Regulation 690-12, Equal Employment Opportunity and Diversity, 22 December 2016.

ENCLOSURE 7  
ARMY RESERVE EQUAL OPPORTUNITY (EO) POLICY DOCUMENTS

1. Purpose: The appendixes to Enclosure 7 (Appendix 7A thru Appendix 7D) demonstrate the Army Reserve's commitment following dimensions of the Army's Equal Opportunity Program:

Enclosure 7 - Appendix A	Extremist Organizations and Activities
Enclosure 7 - Appendix B	Army Reserve EO Assistance Line
Enclosure 7 - Appendix C	Command Climate Assessments
Enclosure 7 - Appendix D	Develop and Conduct Equal Opportunity Training

APPENDIX A TO ENCLOSURE 7  
EXTREMIST ORGANIZATIONS AND ACTIVITIES

1. Purpose: To provide the Army Reserve Policy on Extremist Organizations and Activities in accordance with Army Regulation 600-20, chapter 4-12.

2. Facts:

a. The activities of extremist organizations are inconsistent with the responsibilities and values of military service. Participation of Soldiers in specific detailed actions is prohibited and is a violation of the Army's Equal Opportunity Policy. Military personnel are duty bound to uphold the Constitution of the United States and must reject participation in organizations which:

- (1) Advocate racial, sex or ethnic hatred or intolerance.
- (2) Advocate, create or engage in illegal discrimination based on race, color, sex (gender identity), religion, national origin or sexual orientation.
- (3) Advocate the use of force or violence, or otherwise engage in efforts to deprive individuals of their civil rights.
- (4) Qualify as terrorist organizations or support terrorist objectives.
- (5) Advocate the use of unlawful violence or force to achieve goals that are political, religious, or ideological in nature.
- (6) Express a duty to engage in violence against DOD or the United States in support of a terrorist or extremist cause.
- (7) Promote or threaten the unlawful use of force or violence.
- (8) Encourage military or civilian personnel to violate laws or disobey lawful orders or regulations for the purpose of disrupting military activities (subversion).
- (9) Participate in activities advocating or teaching the overthrow of the U.S. Government by force or violence, or seeking to alter the form of government by unconstitutional means (sedition).

b. Prohibited activities in support of extremist organizations or activities include the following:

- (1) Participating in a public demonstration or rally.

## Army Reserve Policy on Equality, Access, Fundamental Fairness and Right of Redress

(2) Attending a meeting or activity with knowledge that the meeting or activity involves an extremist cause while on or off duty, when in uniform, when in a foreign country, when it constitutes a breach of law and order, when violence is likely to result or when in violation of off-limits sanctions, or a Commander's order.

(3) Engaging in fund raising activities.

(4) Recruiting or training members (including encouraging other Soldiers to join).

(5) Creating, organizing or taking a leadership role in such an organization or activity.

(6) Distributing literature or other media on or off a military installation advocating or supporting extremist causes, organizations or activities that present a clear danger to loyalty, discipline or morale of military personnel, or if the distribution would materially interfere with the accomplishment of a military mission.

(7) Receiving financial assistance from a person or organization who advocates terrorism, the unlawful use of force or violence to undermine or disrupt U.S. military operations, subversion or sedition.

(8) Browsing or visiting internet Web sites when on duty, without official sanction, that promote or advocate violence directed against the U.S. or DOD, or that promote international terrorism or terrorist themes.

c. Commanders should take positive and immediate action to prohibit military personnel from engaging in any activity detrimental to good order, discipline or morale. This includes ordering the removal of symbols, flags, posters or other displays, and placing areas and activities off-limits.

d. Enforcement of this policy is a command responsibility and vitally important to cohesion and morale. It is essential to the Army's ability to accomplish its mission. Every Commander has the inherent authority to take appropriate actions to accomplish this goal.

e. Contact the Army Reserve Equal Opportunity Directorate at (855) 434-0986 or email: [usarmy.usarc.usarc-hq.list.eo](mailto:usarmy.usarc.usarc-hq.list.eo) for additional information.

APPENDIX B TO ENCLOSURE 7  
ARMY RESERVE EQUAL OPPORTUNITY (EO) ASSISTANCE LINE

1. Purpose: To provide the Army Reserve policy statement regarding the Army Reserve Equal Opportunity (EO) Assistance Line.
2. Facts:
  - a. The Army Reserve EO Assistance Line is accessible by all Soldiers and Family members 24 hours a day. The toll free telephone number is 1-855-434-0986.
  - b. The EO Assistance Line provides current information concerning various aspects of Equal Opportunity such as information for filing EO complaints, the appeal process and EO training opportunities. The EO Assistance Line does not replace the functions of the chain of command, the EO local advisor, or other alternative agencies for presenting complaints of discrimination. It is intended for informational purposes only and will not be used to circumvent the chain of command or to file formal complaints.
  - c. The EO Assistance Line is operational 24 hours a day. A member of the Army Reserve Military EO office staff will respond to calls within 24 hours of receipt of a voicemail message.
  - d. Commanders will ensure all subordinate elements are aware of the Army Reserve EO Assistance Line by publishing the AR and local EO Assistance Line telephone numbers on the unit bulletin boards and other command communication resources.

APPENDIX C TO ENCLOSURE 7  
COMMAND CLIMATE ASSESSMENTS

1. Purpose: To provide the Army Reserve Policy Statement on Command Climate Assessments

2. Facts:

a. It is important for leaders to develop, nurture and sustain a command climate based on mutual respect and inclusion. One of our most effective readiness tools to accomplish this task is the periodic assessment of the command climate. Army Reserve commanders at every level are required to conduct a command climate assessment within 120 days of assuming command, again at 12 months and annually thereafter. This requirement is required by Army Regulation 600-20, Army Command Policy.

b. The command climate assessment assists commanders in assessing and improving the human relations environment within their respective units, emphasizes the human dimension of readiness and helps commanders stay abreast of what is an important "combat multiplier." The climate assessment is administered in a manner which ensures complete confidentiality for all participants. All members of the organization will be afforded the opportunity to participate in the assessment.

c. The commander may use Command Climate Assessment information to develop Leadership Action Plans to address findings of the assessment efforts. Commanders are required to discuss the assessment results with unit personnel and what actions will be initiated to address any concerns within 60 days of the completion of the assessment.

d. Within 30 days of completing the command climate assessment, a subordinate commander will brief the next higher level commander on the results. This brief will include his/her command climate assessment action plan to address concerns raised in the assessment. Senior commanders should be mentors and coaches to their junior commanders by assisting them in formulating and implementing their formal leadership action plan. In addition to the Command Climate Assessment instrument, commanders should utilize additional internal processes to fully assess their units, i.e., observations, interviews, unit records, statistical and demographic information from complaint reporting, recognition programs, promotions, reenlistments and incidents of misconduct.

e. The primary tool for assessing command climate is the Defense Equal Opportunity Climate Survey (DEOCS). Commanders may supplement their climate assessments with other assessment to solutions tools. The DEOCS focuses on equal opportunity climate within an organization. The DEOCS includes a comprehensive analysis of command climate, leadership, racial/gender issues and overall unit

## Army Reserve Policy on Equality, Access, Fundamental Fairness and Right of Redress

readiness. The results of these surveys are not required to be forwarded to higher levels of command.

f. Commanders will reflect when they have scheduled and conducted their command climate assessment in yearly Training Briefs and ensure they are recorded in the Army Reserve Equal Opportunity Reporting System (EORS). Data reported should include the date of the last Command Climate Assessment and the date for which the next survey has been scheduled.

g. Contact the Army Reserve Equal Opportunity Directorate at (855) 434-0986 for additional information.

APPENDIX D TO ENCLOSURE 7  
DEVELOP AND CONDUCT EQUAL OPPORTUNITY TRAINING

1. Purpose: To provide the Army Reserve Policy on Developing and Conducting Equal Opportunity Training

2. Facts:

a. Commanders are the primary Equal Opportunity (EO) officers for their commands. They are personally accountable for the EO climate within their units. Commanders will incorporate EO training into the overall training plan for the unit. Training will comply with Headquarters, Department of the Army policy and command requirements. Commanders will employ training topics and techniques that are current and relevant.

b. Commanders should use current references and training materials when conducting effective EO training. There are ample training materials available from various resources throughout the Army. DA Training Circular 26-6 will help you identify mandatory requirements, related references, lesson plans, handouts, and other training aids.

c. Commanders will personally ensure EO briefings are vetted with the appropriate subject matter experts prior to presentation. The EO training will be documented on the units training schedule and on a memorandum which contains the names of instructors or facilitators who conducted the training, roster of attendees, date, time, length of session, method of instruction, and major topics covered in the session.

d. Contact the Army Reserve Equal Opportunity Directorate at (855) 434-0986 for additional information.

**ENCLOSURE 8**  
**ARMY RESERVE EQUAL EMPLOYMENT OPPORTUNITY (EEO)**  
**POLICY DOCUMENTS**

1. Purpose: The appendices to Enclosure 8 (Appendix 8A thru Appendix 8F) demonstrate the Army Reserve's commitment following dimensions of the Army's Equal Employment Opportunity Program:

Enclosure 8 - Appendix A	Prevention of Sexual Harassment for Civilian Personnel
Enclosure 8 - Appendix B	Equal Employment Opportunity
Enclosure 8 - Appendix C	Anti-Harassment
Enclosure 8 - Appendix D	Alternative Dispute Resolution
Enclosure 8 - Appendix E	Reasonable Accommodation for Individuals with Disabilities
Enclosure 8 - Appendix F	Retaliation for Engaging in Protected EEO Activity

APPENDIX A TO ENCLOSURE 8  
PREVENTION OF SEXUAL HARASSMENT FOR CIVILIAN PERSONNEL

1. Purpose: To provide the Army Reserve Policy on Prevention of Sexual Harassment for Civilian Personnel

2. Facts:

a. Sexual harassment is unacceptable conduct that will not be tolerated in the Army Reserve. Employees in this command have the right to work in a respectful and professional environment. Sexual harassment negatively impacts both morale and performance – it is also against the law.

b. Sexual harassment occurs when unwelcome sexual advances, requests for sexual favors, or conduct of a sexual nature creates a hostile work environment or interferes with an individual's ability to perform his or her job. Individuals who believe they are being sexually harassed by supervisors, coworkers, or customers should make it clear that such behavior is offensive and report the incident to an appropriate authority.

c. Every leader will respond to allegations of sexual harassment and take swift and immediate action to ensure such matters are addressed. Failure to respond to allegations or take timely actions will not be tolerated. Managers, supervisors and employees at all levels are responsible for creating and maintaining a workplace free of sexual harassment. Sexual harassment destroys teamwork and negatively affects organizational readiness.

d. The Army Reserve has zero tolerance for sexual harassment, and there is no excuse or reason that justifies sexual harassment in the workplace. Successful mission accomplishment requires a positive command climate free of sexual harassment or any other form of unlawful discrimination.

e. The Army Reserve EEO Office at 1-888-838-4499 (toll-free), 1-800-877-8339 (Federal Relay for the hearing impaired) or [usarmy.usarc.usarc-hq.mbx.eeo@mail.mil](mailto:usarmy.usarc.usarc-hq.mbx.eeo@mail.mil) can provide assistance or questions about the prevention of sexual harassment.

APPENDIX B TO ENCLOSURE 8  
EQUAL EMPLOYMENT OPPORTUNITY (EEO)

1. Purpose: To provide the Army Reserve Policy on Equal Employment Opportunity (EEO)

2. Facts:

a. The Commanding General, USARC / Chief of Army Reserve endorses the principles of equal employment opportunity and expects all personnel actions, including awards, training, recruitment, promotions and employment decisions, to be based solely on merit, fitness, capability and potential. These decisions shall be made without regard to race, color, religion, sex (to include sexual orientation and gender identity), national origin, age, disability (physical or mental), genetic information, or reprisal for participation in protected EEO activity.

b. Leaders at all levels will take action to ensure the work environment is free of discriminatory policies or practices. Strong leadership, proactive personnel management, and accountability are critical to achieving equal employment opportunity for everyone. To this end, leaders will incorporate EEO training into organizational training plans. Employees who believe there are issues of discrimination in the workplace should report it to their chain of command, or consult the Army Reserve EEO Office without fear of reprisal. Adverse treatment or reprisal against employees for reporting incidents of discrimination will not be tolerated.

c. Discriminatory actions and workplace harassment adversely impact the Army Reserve's most valuable resource – our people. Employees at all levels are responsible for upholding the principles of equal employment opportunity. This includes treating others with dignity and respect, reporting discriminatory behavior, preventing sexual harassment and supporting the Commander's EEO program. As a team, we must work together to create a healthy, positive work environment.

d. The Army Reserve EEO Office at 1-888-838-4499 (toll-free), 1-800-877-8339 (Federal Relay for the hearing impaired) or [usarmy.usarc.usarc-hq.mbx.eeo@mail.mil](mailto:usarmy.usarc.usarc-hq.mbx.eeo@mail.mil) can provide assistance or answer questions about the about the EEO process and can assist with requests for EEO training for your activity.

APPENDIX C TO ENCLOSURE 8  
ARMY RESERVE POLICY ON ANTI-HARASSMENT

1. Purpose: To provide the Army Reserve Policy on Anti-Harassment

2. Facts:

a. The Army Reserve is committed to upholding the Army policy of providing a workplace free of harassment. Harassment of any type violates the trust among the Army Reserve team necessary to successfully execute our mission. I will not tolerate harassment or discrimination of any type, whether committed by a co-worker, supervisor or condoned by management's inaction. Workplace harassment based on race, religion, color, sex (to include sexual orientation and gender identity), national origin, age, disability (physical or mental) or genetic information is not acceptable. Adverse treatment or reprisal against employees for reporting incidents of harassment will not be tolerated.

b. Harassment is offensive conduct, whether sexual or non-sexual in nature, that is sufficiently severe or pervasive that it alters the conditions of an individual's employment or creates a hostile work environment. Any allegation of harassment will be taken seriously and dealt with swiftly. Management is responsible for monitoring the workplace to ensure a work environment is free of harassment and for taking swift and immediate action to address complaints of harassment. Soldiers and civilian employees have a responsibility to report workplace harassment through appropriate channels.

c. In order to accomplish the Army Reserve mission, all Soldiers and Civilian employees must carry out their responsibilities and treat any form of harassment as a serious issue that needs to be resolved appropriately and expeditiously. The Army Reserve mission suffers when Soldiers and Civilian employees are unable to perform at their best due to harassment.

d. Army Reserve civilian employees can contact the Army Reserve EEO Office at 1-888-838-4499 (toll-free), 1-800-877-8339 (Federal Relay for the hearing impaired) or [usarmy.usarc.usarc-hq.mbx.eeo@mail.mil](mailto:usarmy.usarc.usarc-hq.mbx.eeo@mail.mil) if they require assistance or have questions about the prevention of unlawful harassment in the workplace.

**APPENDIX D TO ENCLOSURE 8**  
**ALTERNATIVE DISPUTE RESOLUTION (ADR)**  
**IN EQUAL EMPLOYMENT OPPORTUNITY (EEO)**

1. Purpose: To provide the Army Reserve Policy on Alternative Dispute Resolution (ADR) in Equal Employment Opportunity (EEO)

2. Facts:

a. The strength of the Army Reserve is its people. We are committed to a model workplace where employees, supervisors and leaders work together to accomplish our mission. When there is an Equal Employment Opportunity (EEO) complaint, the Army Reserve strongly encourages the use of Alternative Dispute Resolution (ADR), when appropriate, to facilitate resolution at the earliest possible opportunity.

b. ADR provides an alternative to the traditional EEO complaint process. Active participation in and effective use of ADR demonstrates management's commitment to equal employment opportunity for all employees. Participation in ADR and early resolution of EEO complaints fosters improved management-employee relations, minimizes workplace disruptions, avoids lengthy litigation, significantly reduces the costs and time associated EEO complaints and is consistent with our Command's commitment to EEO.

c. Mediation is the preferred method of ADR used in Army Reserve. The goal of mediation is to assist the individuals in reaching a voluntary agreement that resolves the complaint. An employee's rights are not forfeited when they choose to participate in mediation.

d. ADR will be used whenever it is appropriate at any stage of the EEO complaint process. Once the complainant elects ADR, a management official (the commander or his/her designee) with settlement authority is strongly encouraged to participate. The ADR process must be fair and conform to the following core principles:

(1) Voluntariness. Parties must enter into mediation or another offered ADR process knowingly and voluntarily. Participation in ADR is voluntary for the aggrieved. Supervisors and managers must be aware that they have a responsibility to cooperate in an ADR process once the decision is made to offer ADR to the aggrieved and it is accepted.

(2) Neutrality. The ADR mediator shall remain neutral and shall have no official, financial, or personal interest in the issue at controversy or in the outcome of the dispute.

## Army Reserve Policy on Equality, Access, Fundamental Fairness and Right of Redress

(3) Confidentiality. The ADR process is confidential. As a means to promote open and frank discussions between the disputing parties, both parties and their representatives must agree, in writing, any information disclosed during the ADR process, other than discoverable documentation, will remain confidential regardless of the success of ADR.

(4) Enforceability. Each management official designated to represent the Army Reserve in the ADR process will have the authority to resolve the matter. If a resolution is achieved, the terms of the resolution will be set forth in a written negotiated settlement agreement drafted by an agency legal representative, coordinated with the servicing Civilian Personnel Advisory Center and the Army Reserve EEO Office, and is binding upon both parties.

e. The Army Reserve EEO Office at 1-888-838-4499 (toll-free), 1-800-877-8339 (Federal Relay for the hearing impaired) or [usarmy.usarc.usarc-hq.mbx.eeo@mail.mil](mailto:usarmy.usarc.usarc-hq.mbx.eeo@mail.mil) can provide assistance or questions about the the EEO process or ADR.

**APPENDIX E TO ENCLOSURE 8**  
**REASONABLE ACCOMMODATION FOR INDIVIDUALS WITH DISABILITIES**

1. Purpose: To provide the Army Reserve Policy on Reasonable Accommodation for Individuals with Disabilities

2. Facts:

a. This policy applies to all Army Reserve civilian employees (including Military Technicians) and applicants for employment, and is issued in accordance with the Army Regulation 690-12, Equal Employment Opportunity and Diversity, 22 December 2016.

b. The Army Reserve is committed to providing reasonable accommodations to qualified employees and applicants with disabilities to ensure that all individuals have full access to equal employment opportunities. A reasonable accommodation is a modification to the work environment that enables a qualified individual with a disability to fully perform the essential functions of the job.

c. An employee or applicant with a disability who requires a reasonable accommodation should begin the process by making an oral or written request to management that describes the necessary change or modification. Those requesting accommodation have an obligation to complete a Confirmation of Request for Reasonable Accommodation form, obtainable through management or the Army Reserve Equal Employment Opportunity (EEO) Office. Managers will forward the form to the Disability Program Manager, located within the EEO Office, and engage in an interactive process with the employee to determine what modifications or changes may be required.

d. The Disability Program Manager and the EEO Office can advise employees, applicants, and managers about the reasonable accommodation process. Contact the Army Reserve EEO Office at 1-888-838-4499 (toll free), 1-800-877-8339 (Federal Relay for the hearing impaired) or [usarmy.usarc.usarc-hq.mbx.eeo@mail.mil](mailto:usarmy.usarc.usarc-hq.mbx.eeo@mail.mil) for additional information.

**APPENDIX F TO ENCLOSURE 8**  
**RETALIATION FOR ENGAGING IN PROTECTED**  
**EQUAL EMPLOYMENT OPPORTUNITY (EEO) ACTIVITY**

1. Purpose: To provide the Army Reserve Policy on Retaliation for Engaging in Protected Equal Employment Opportunity (EEO) Activity

2. Facts:

a. Reprisal or retaliation against employees or applicants for employment who participate in protected Equal Employment Opportunity (EEO) activity is unacceptable conduct and it is against the law. Individuals have the legal right to oppose practices they believe to be discriminatory, or to participate in the administrative complaint process as complainants, counselors or witnesses.

b. Federal law and the Equal Employment Opportunity Commission's (EEOC) directive clearly state no person will be subjected to retaliation for reporting any practice made unlawful by federal laws, or for participating in any administrative or judicial proceeding under these laws. The EEOC has issued findings of discrimination based upon reprisal for protected EEO activity. Findings of discrimination negatively impact an organization's resources and its ability to accomplish the mission.

c. Reprisal or retaliation for engaging in protected EEO activity is illegal and punishable in accordance with Army Regulation 690-700, Chapter 751, Table of Penalties. It is imperative that managers and supervisors ensure their actions and decisions are legitimate, non-discriminatory and based on merit.

d. All personnel within the Army Reserve have a responsibility to prevent workplace discrimination. Effective mission accomplishment requires a positive command climate free of unlawful discrimination.

e. The Army Reserve EEO Office at 1-888-838-4499 (toll free), 1-800-877-8339 (Federal Relay for the hearing impaired) or [usarmy.usarc.usarc-hq.mbx.eeo@mail.mil](mailto:usarmy.usarc.usarc-hq.mbx.eeo@mail.mil) can provide assistance or answer questions about reprisal in the workplace.

**ENCLOSURE 9**  
**ARMY RESERVE SHARP/EO/EEO MANDATORY AND OPTIONAL**  
**TRAINING EVENTS AND OBSERVANCES**

1. Purpose: The appendices to Enclosure 9 (Appendix 9A thru Appendix 9B) demonstrate the Army Reserve's commitment following dimensions of the Army's SHARP/EO/EEO Mandatory and Optional Training Events and Observances:

Enclosure 9 - Appendix A	Special Commemorations and Ethnic Observances
Enclosure 9 - Appendix B	SHARP/EO/EEO Mandatory Training Events

APPENDIX A TO ENCLOSURE 9  
SPECIAL COMMEMORATIONS AND ETHNIC OBSERVANCES

1. Purpose: To provide the Army Reserve Policy on Special Commemorations and Ethnic Observances
2. Facts:
  - a. Special commemorations and ethnic observances are designed to recognize the achievements and contributions made by members of specific racial, ethnic or gender groups in our society. These events build understanding, teamwork, harmony, pride and esprit with the entire Army Reserve.
  - b. Soldiers and civilian employees are to be provided a reasonable opportunity to attend special commemorations and ethnic observances, subject to mission requirements. Soldiers and civilian employees who are granted permission from their supervisor to attend special commemorations and ethnic observances presented by their post or reserve center will be considered to be in a work status.
  - c. Attendance at special commemorations and ethnic observances is encouraged but not mandatory.
  - d. Page two of this information paper lists the special commemorations and ethnic observances. Additional multi-cultural observances may also be scheduled.
3. The Army Reserve Equal Opportunity Director at (910) 570-9119 can provide additional information or assistance.

**Special commemorations/ethnic observances timetable**

Month: January

Dates: 3d Monday

Observance: Martin Luther King, Jr. Birthday

Authority/comment: Public Law 98-144, November 1983 (Federal holiday)

Month: February

Dates: 1-28/29

Observance: African-American/Black History Month

Authority/comment: First Presidential Proclamation, February 1976

Month: March

Dates: 1-31

Observance: Women's History Month

Authority/comment: Public Law 100-9, March 1987

Month: April/May

Dates: Sunday to Sunday for Week Incorporating Yom Hashoah

Observance: "Days of Remembrance" for Victims of the Holocaust

Authority/comment: Public Law 96-388, October 1980

Month: May

Dates: 1-31

Observance: Asian Pacific Heritage Month

Authority/comment: First Presidential Proclamation, May 1991

Month: August

Dates: 26

Observance: Women's Equality Day

Authority/comment: First Presidential Proclamation, August 1973

Month: September/October

Dates: 15 September.-15 October.

Observance: National Hispanic Heritage Month

Authority/comment: Public Law 100-402, August 1988

Month: November

Dates: 1-30

Observance: National American Indian Heritage Month

Authority/comment: Public Law 102-188, March 1992

APPENDIX B TO ENCLOSURE 9  
SHARP, EQUAL OPPORTUNITY AND EQUAL EMPLOYMENT OPPORTUNITY  
MANDATORY TRAINING EVENTS

1. Purpose: To provide the Army Reserve Policy on SHARP, Equal Opportunity (EO) and Equal Employment Opportunity (EEO) Mandatory Training Events

2. Facts:

a. The following training events listed below are the minimum mandatory SHARP, EO and EEO training events that must be completed by every Army Reserve Soldier and civilian employee yearly:

- (1) SHARP (within 30 days of assignment to a new unit and annual thereafter)
- (2) Equal Opportunity (Semi-annually) and Anti-hazing/Anti-bullying (Annually)
- (3) Equal Employment Opportunity, Anti-Harassment and No FEAR training (Annual)

b. Contact the following offices for additional information:

(1) For questions regarding SHARP training, SHARP Program Manager, LTC Karen R. Saravia at (910) 570-9441 or [karen.r.saravia.mil@mail.mil](mailto:karen.r.saravia.mil@mail.mil).

(2) For questions regarding EO training, Army Reserve Equal Opportunity Directorate at (910) 570-8228 or email:[usarmy.usarc.usarc-hq.list.eo](mailto:usarmy.usarc.usarc-hq.list.eo).

(3) For questions regarding EEO training contact the, Army Reserve EEO Office at 1-888-838-4499 (toll-free), 1-800-877-8339 (Federal Relay for the hearing impaired) or [usarmy.usarc.usarc-hq.mbx.eeo@mail.mil](mailto:usarmy.usarc.usarc-hq.mbx.eeo@mail.mil).