



DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION AND FORT CARSON
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FORT CARSON, COLORADO 80913-4289

AFYB-CG

OCT 07 2025

MEMORANDUM FOR RECORD

SUBJECT: Policy Letter #1 – Military Equal Opportunity Program

1. Purpose: To ensure every 4th Infantry Division Soldier has an opportunity to reach his or her maximum potential in an environment free of unlawful discrimination or offensive behavior.

2. Reference: Army Regulation (AR) 600-20 (Army Command Policy), 6 February 2025.

3. Applicability:

a. This policy applies to all Soldiers including active or reserve, Delayed Entry Program, and cadets, assigned or attached to 4th Infantry Division and Fort Carson, and tenant activities, regardless of location, as well as their Family members.

b. This policy applies both on- and off-post, during duty and non-duty hours and to working, living, and recreational environments (including on- and off-post housing).

4. Policy:

a. I am fully committed to the Army's Military Equal Opportunity (MEO) Program and direct the same level of support from subordinate commanders. This command will provide equal opportunity and fair treatment to all military personnel and family members without regard to race, color, religion, national origin, sex (including pregnancy), or sexual orientation; and provide an environment free of unlawful discrimination, prejudice, insensitivity, offensive behavior, and thoughtlessness. It also includes the use of disparaging terms which contributes to a hostile work environment. The 4th Infantry Division MEO program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, performance, and potential in support of readiness. Commanders at all levels are responsible for sustaining a positive EO climate within their units.

b. Commanders at every level are also responsible for the Department of the Army (DA) Civilian Equal Employment Opportunity (EEO) Program which provides equal opportunity in employment for all DA Civilians and prohibits discrimination in

employment because of race, color, religion, sex, national origin, reprisal, disability, age, genetic information, status as a parent, or other impermissible basis.

c. Every commander, director, and supervisor will foster and maintain positive command climates. A positive command climate is an environment free from personal, social, or institutional barriers that prevent Soldiers from rising to the highest level of responsibility. Commanders will accomplish this by setting the appropriate example and taking necessary action to create and sustain an effective MEO program. An effective MEO program will eliminate discriminatory behaviors and practices that undermine teamwork, mutual respect, and loyalty. Leaders must proactively communicate, educate, and train the members of their commands to ensure maximum awareness of this policy.

d. Commanders at all levels will support the Army Heritage Month activities annually, during the month of June, consistent with the Army's strategic communications plan. All personnel desiring to participate in the Army Heritage Month Activities will be given a reasonable opportunity to do so.

e. Commanders, directors, and supervisors at all levels are accountable for addressing policies, procedures, and practices that intentionally or unintentionally contribute to discrimination. Every leader is responsible for communicating aspects of complaint processing procedures to their personnel and to encourage personnel to resolve issues at the lowest level by utilizing their chain of command. If a person feels discriminated against, he or she should not hesitate to report the issue in accordance with paragraph 6-6, AR 600-20, to their chain of command or the Military Equal Opportunity (MEO) Professional.

f. Each complainant will have access to the MEO Professional, IG, SJA, Chaplain, and the Provost Marshall. Any person or a representative filing his/her complaint, anonymous, formal, or informal, will be protected from reprisal or retaliation. A complaint should be filed at the lowest echelon of command to ensure the complainant receives a thorough, expeditious, and unbiased investigation of the allegations. No Soldier or employee may take or threaten to take unfavorable personnel action or withhold a favorable personnel action in reprisal against any person for filing a complaint.

(1) An anonymous complaint is a complaint where the complainant remains unidentified and the commander will determine if sufficient information is provided to proceed as an informal or formal complaint, IAW AR 600-20, paragraph 6-6b(1). The Installation 24/7 MEO and Harassment Hotline will be managed and answered by MEO professionals only. The hotline is an additional avenue for Soldiers to anonymously report incidents of MEO and Harassment.

(2) An informal complaint is any complaint that a Soldier or Family member does not wish to file in writing. When resolving an informal complaint, members of the Command must ensure that the complaint is taken seriously and is handled fairly and

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with sensitivity. Informal complaints may be resolved without the knowledge or direct involvement of the commander. An informal complaint should be resolved within 60 calendar days when practical.

(3) A formal complaint is any complaint that a Soldier or Family member files in writing using DA Form 7279, Equal Opportunity and Harassment Complaint Form, and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of actions taken. The entire formal complaint process will be completed within 60 days.

5. Proponent. The proponent for this policy letter is the 4th Infantry Division MEO Office at (719) 526-4305.

A handwritten signature in black ink, consisting of several stylized, overlapping strokes that form the letters 'P', 'J', and 'E'.

PATRICK J. ELLIS
Major General
Commanding