



DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION AND FORT CARSON
6105 WETZEL AVENUE, BUILDING 1435
FORT CARSON, COLORADO 80913-4289

AFYB-CG

OCT 07 2025

MEMORANDUM FOR RECORD

SUBJECT: Policy Letter #14 – Equal Employment Opportunity Program

1. References.

a. Army Regulation (AR) 690-12, Army Equal Employment Opportunity, 6 February 2025.

b. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 6 February 2025.

2. Purpose: To ensure every 4ID and Fort Carson service member and civilian employee has the opportunity to reach his or her potential free of unlawful discrimination or offensive behavior.

3. Applicability.

a. This policy applies to civilian employees including all applicants, employed civilians, and certain contractor personnel serviced by the Fort Carson Equal Employment Opportunity (EEO) Office. Additionally, formerly employed civilians have the right to file complaints.

b. This policy further applies to all military personnel, active or reserve, assigned or attached to 4th Infantry Division and Fort Carson units, and tenant activities, regardless of location if the military personnel's actions or behaviors unlawfully or offensively impact a civilian (as noted in 3.a. above).

c. This policy applies on-post during duty hours and could potentially apply off-post during non-duty hours. It further applies to working environments on-post and could potentially apply to living and recreational situations on- and off-post, as well as online interactions.

4. Policy.

a. I am firmly committed to ensuring fair and equal treatment for all Fort Carson service members and Civilian employees based on merit, fitness, and capability. I fully support the EEO Program and direct the same level of support from subordinate commanders.

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b. It is 4ID and Fort Carson policy to provide EEO in Federal employment, consistent with Federal merit system principles and applicable law, for all persons, to prohibit discrimination in employment because of race, color, national origin, age (over 40), religion, disability, genetic information, sex (male or female, and pregnancy, childbirth, or related medical conditions), sexual orientation, and reprisal to promote the full realization of EEO.

c. Every commander, manager, director and supervisor is expected to ensure EEO is a fundamental part of all personnel management policies, procedures, decisions, and actions that affect employment, including recruitment, hiring, transfers, awards, training, career development, separation and recognition. Adherence to the principles of EEO exemplifies prudent leadership and is the right thing to do. I expect performance evaluations of military and civilian leaders to reflect their level of success in compliance with this policy.

d. Civilian employees perceiving issues of equal employment opportunity discrimination may report them to any management official in their chain of command or consult the garrison EEO office for guidance without fear of intimidation, reprisal, or retaliation. For the complaint process, they should refer to the Garrison Commander's Policy Letter discussing Equal Opportunity.

5. Proponent. The Fort Carson EEO Office is the proponent for the EEO program and can be contacted at usarmy.carson.id-readiness.list.eeo@army.mil.



PATRICK J. ELLIS
Major General, USA
Commanding