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MEMORANDUM FOR Soldiers and Civilians of XVIII Airborne Corps and Fort Bragg

SUBJECT: Commanding General's Policy Letter #1: Trust, Teamwork, and Cohesion

1. This memorandum establishes policies for sexual harassment and assault response and prevention (SHARP), equal opportunity (EO), including EO complaint procedures, equal employment opportunity (EEO), and the treatment of people. It applies to all personnel assigned or attached to XVIII Airborne Corps and Fort Bragg at all times regardless of location.
2. In training and in combat, our lives are frequently in the hands of others. Trust is imperative; it is the foundation for teamwork, cohesion, and disciplined execution of the mission. The bedrock of trust is the Golden Rule—treat others as we expect to be treated—together with adherence to the seven Army Values, the Warrior Ethos, and the Soldier's and Civilian's Creeds. I expect everyone, at all times, to treat others with dignity and respect. I will not tolerate unlawful discrimination or unfair treatment against fellow Soldiers and our Civilian teammates.
4. Leaders work to prevent any form of unlawful discrimination or maltreatment. If they hear of or see it, they quickly intervene to correct the situation and, if appropriate, report it up the chain of command. Whenever appropriate, leaders will strive to resolve issues at the lowest level. When that is not possible, issues can be addressed through higher levels of the chain of command or through other resources such as the chaplain, Equal Opportunity Advisor, SHARP representatives, or the Inspector General. Issues may also be brought to my attention through the "CG's Hotline" at 910-396-BOSS (910-396-2677) and ultimately by using my enclosed open door policy. Leaders will assist complainants, protect them from reprisal, investigate thoroughly, and take action swiftly and fairly.
5. Trust, Teamwork, and Cohesion are essential to our combat readiness. Our leaders will ensure our leadership climate at all levels promotes and sustains these three important concepts.

6 Encls

1. Open Door Policy
2. SHARP Policy
3. EO Policy
4. EO Complaint Procedures Policy
5. EEO Policy
6. Treatment of Persons Policy


MICHAEL E. KUPELLA
Lieutenant General, USA
Commanding

ENCLOSURE 1

Open Door Policy

1. I am available to all members of the XVIII Airborne Corps and Fort Bragg. Before you request to see me under this policy, I expect you to work through formal processes—if applicable—and your unit chain of command to resolve your issue.
2. The Chief of Staff will review all open door requests to avoid interference with any formal review processes that have not fully concluded. These matters include proceedings under the Uniform Code of Military Justice (UCMJ), Financial Liability Investigations of Property Loss (FLIPLs), administrative and negotiated grievances (including reviewing allegations of Civilian misconduct), administrative separations, contract awards, complaints under the Equal Opportunity system, and other disciplinary actions. If your issue concerns one of these matters, you should normally schedule an Open Door meeting with me after the conclusion of the process.
3. You may make an appointment through the Secretary of the General Staff, my aide, my executive assistant, or through the “CG's Hotline” at 910-396-BOSS (910-396-2677).
4. No leader in this Corps or on Fort Bragg will prevent a member of the XVIII Airborne Corps and Fort Bragg from speaking to me or any other assistance agency or take any form of retribution against them for doing so.
5. History. This policy memorandum supersedes Commanding General's Policy Letter #2 (Open Door Policy), 20 February 2018.
6. The proponent of this policy is the Staff Judge Advocate at 910-396-5306.

ENCLOSURE 2

Sexual Harassment and Assault Response and Prevention Policy

1. This policy serves as my Commander's Intent for Sexual Harassment and Assault Response and Prevention (SHARP). It applies to all personnel assigned or attached to the XVIII Airborne Corps and Fort Bragg, on- or off-duty, and on- or off-post.
2. Sexual harassment and assault (SH/SA) destroy the climate of Trust, Teamwork and Cohesion necessary for effective units and organizations. They are incompatible with our Army Values and punishable under the UCMJ and other federal and local civilian laws. They erode the combat readiness of our Corps to deploy, fight, and win. Casualties of SH/SA may suffer mental and physical injuries. Like our disciplined response to roadside bombs, we must treat SH/SA like serious threats. We must get "left of the boom" by preventing sexual harassment and assaults before they happen and then respond much more effectively if they occur. Sexual harassment and assault are not tolerated in the Army.
3. The main obstacle to a Soldier reporting an incident of sexual assault or harassment is a lack of confidence in the chain of command to react swiftly, maintain confidentiality, and investigate aggressively. This culture must be changed—and this responsibility lies with us, the members and leaders of XVIII Airborne Corps and Fort Bragg. It is our duty to defend against these attacks. Fight to change the perception leaders "don't care and no action will be taken." Conduct battlefield circulation, command climate surveys, sensing sessions, workplace inspections, and conduct vignette-based SHARP training in small group discussions. Most importantly, look out for one another.
4. Commanders at all levels are responsible for establishing a climate of Trust, Teamwork, and Cohesion and for leading their SHARP program. Leaders will protect the alleged victim and the accused by immediately separating both parties involved, maintaining confidentiality and reporting the incident to the Brigade Commander or first COL (O-6) in the chain of command and the U.S. Army Criminal Investigation Command (CID), who will investigate. The chain of command will take any allegations seriously and use all available tools to protect our Soldiers. I expect the same from everyone in this Command.
5. Sexual assault and sexual harassment are serious issues that we must address. A culture of "harmless pranks and sexual innuendo" is unacceptable. Protect your Soldiers through the proper unit climate, smart Sponsor and Battle Buddy assignments and the application of solid and engaged leadership.
6. Crime victims have rights enforced by federal law and by the DoD and the Army. Crime victims will receive a copy of those rights at critical stages of their cases via a DD Form 2701–2704 and, if appropriate, locally produced post-trial rights forms.

7. To ensure crime victims receive prompt services, XVIII Airborne Corps unit commanders, including brigade-level commands, separate battalions, branches, and unit detachments without an assigned brigade command located on Fort Bragg, will:

a. Identify and appoint one full-time SARC/SHARP Specialist and one full-time VA/SHARP Specialist at the brigade and brigade equivalent level. Personnel assigned to SARC/SHARP and VA/SHARP duties should not normally be dual-hatted as, or assume the simultaneous duties of, the Brigade Equal Opportunity Advisor.

b. Establish designated SHARP work area(s) that provides the ability to conduct private conversations and has standard logistical support items of similar staff offices.

c. Ensure Brigade SHARP personnel have appropriate communication abilities and committed transportation to accomplish their advocacy tasks.

d. Ensure copies of all Sexual Assault and Sexual Harassment intake packets are inputted into the Integrated Case Reporting System (ICRS) and Defense Sexual Assault Incident Database (DSAID).

e. Publish brigade-level Sexual Harassment, Sexual Assault, and EO policy letters that separate the SHARP Program from the Army's EO Program.

f. Attend Sexual Assault Review Board (SARB) meetings as instructed. Be prepared to engage in case review of assigned SA victims and/or offenders.

g. Report status of trained SARC/SHARP and VA/SHARP at brigade, battalion, and company levels per applicable law and regulation.

h. Document SHARP training in the Defense Training Management System.

i. Ensure Brigade SHARP personnel participate in Corps and Installation SHARP program activities, to include SARC training, planning, committee and sub-committee membership.

j. Ensure Brigade SHARP personnel comply with policies, procedures, and instructions regarding SHARP on-call system and sexual assault hotline usage and protocols. On-call SHARP duties takes precedence over other assigned duties.

8. History. This enclosure supersedes Commanding General's Policy Letter #3 (Sexual Harassment and Assault Response and Prevention), 8 March 2018.

9. The proponent of this policy is the Corps Sexual Harassment/Assault Prevention and Response Program Manager at DSN 239-3921 or 24/7 Hotline at 910-584-4267.

ENCLOSURE 3

Equal Opportunity Program Policy

1. Fort Bragg commanders will provide Equal Opportunity (EO) and fair treatment for military personnel and Family members without regard to race, color, sex, national origin, or religion, and will provide an environment free from unlawful discrimination and offensive behavior.
2. I am committed to ensuring EO is a guiding principle of our military establishment. The diversity of our nation is the strength of our Army, as it allows each person to serve the nation to his or her fullest potential. EO is a combat multiplier and improves mission readiness. Thus, I will not tolerate any discrimination based on race, color, sex, national origin, or religion. I will also not tolerate acts of hazing and bullying or other behaviors that undermine the dignity and respect of others.
3. The objective of the program is to ensure all people are treated with dignity and respect. We can only realize this objective through the unified efforts of all XVIII Airborne Corps members. Leaders and supervisors at all levels have a personal responsibility in supporting this objective by recognizing and eliminating improper behaviors that violate the Army's EO policy. Our mission requires trust and unit cohesion, which can be achieved only when individuals know that they are treated fairly and with respect. Violations of the EO policy will not be condoned or tolerated.
4. Commanders and supervisors will remain proactive in preventing and eliminating unlawful discrimination. The EO office provides advice and assistance to the unit; however, the commander is the organization's EO officer. Accordingly, the chain of command is the primary and preferred channel for resolving EO issues. Complaints should be referred to the chain of command. They may also be made to an EO Advisor (EOA), as well as support agencies, such as the Inspector General, the Provost Marshal, the Chaplain, or the Staff Judge Advocate. However, the EOA is the only person authorized to take a formal EO complaint should the situation dictate.
5. Commanders are responsible for maintaining a positive EO climate within their organization and will act on all reports of EO violations per AR 600-20, Appendix C. We have the responsibility to assist complainants, protect them from reprisal, investigate thoroughly, and take action swiftly and fairly.
6. History. This enclosure supersedes Commanding General's Policy Letter #4 (Equal Opportunity (EO) Program), 8 March 2018.
7. The proponent of this policy is the XVIII Airborne Corps Equal Opportunity Program SGM at 910-908-6149 or EO Hotline at 910-396-4538.

ENCLOSURE 4

Equal Opportunity Complaint Process Policy

1. Any individual who believes they were discriminated against based on race, color, sex, national origin, or religion has the right to present their concerns to the chain of command. Individuals may file formal or informal complaints based on acts that occur on- or off-post and during both duty or non-duty hours.

a. An informal complaint is any complaint that a complainant does not wish to file in writing. In resolving an informal complaint, the command ensures the complaint is taken seriously and handled fairly and with sensitivity. Informal complaints may be resolved without the knowledge or direct involvement of the commander. There are no timelines for resolving an informal complaint; however, the complaint will be resolved as quickly as possible. Even if not involved in the complaint resolution, the EO Advisor (EOA) at the next level of command will be informed of the informal complaint.

b. A formal complaint is one that a complainant files with the EOA in writing, require specific actions, are subject to timelines, and require documentation of the actions taken. Individuals have 60 calendar days to file a formal complaint from the time that the incident occurred. However, leaders and commanders are encouraged to investigate all formal complaints, even if the 60 days have expired.

(1) Upon receipt of the formal complaint, the commander will appoint and manage an administrative investigation per AR 600-20, Appendix C, and AR 15-6. All formal complaints will be reported to the first general court-martial convening authority (GCMCA) within three calendar days. Additionally, the commander will provide a progress report to the GCMCA 21 days after that date on which the investigation began and every 14 days thereafter until completion.

(2) Commanders will establish and implement a reprisal plan to protect the complainant and any named witnesses.

(3) All complaints should be handled by the lowest level of the chain of command. However, an individual may submit the complaint to the EOA or another support agency such as the Army EO Advisor, Inspector General, Chaplain, Provost Marshal, Staff Judge Advocate, a higher echelon of the command, and medical agency personnel. All formal complaints must be submitted to an EOA. Leaders will not stop or hinder individuals from using these channels for resolution.

2. History: This enclosure supersedes Commanding General's Policy Letter #4A (Equal Opportunity (EO) Complaint Procedures), 19 April 2018.

3. The proponent of this policy is the XVIII Airborne Corps Equal Opportunity Program SGM at 910-908-6149 or EO Hotline at 910-396-4538.

ENCLOSURE 5

Equal Employment Opportunity Policy

1. XVIII Airborne Corps and Fort Bragg are committed to the principles of equal employment opportunity (EEO) by ensuring that all employees and applicants for employment receive fair and equitable treatment. Thus, this policy applies to Army Civilian employees, applicants for employment, and former Army Civilian employees. I will not tolerate unlawful discrimination in any form. Leaders at all levels are responsible and will be held accountable for fostering and maintaining a discrimination-free work environment and ensuring human capital decisions, practices, and policies are fair, appropriate and equitable.
2. The full realization of equal opportunity in employment can be achieved through continuing programs of affirmative employment within this command. Leaders should be aware of and routinely take steps to identify, examine, and remove barriers to equal participation at all levels of the workforce barriers to employment may include: policies, and or practices that limit or tend to limit employment opportunities for people of a particular race, color, sex, national origin, or religion.
3. We must work together to identify and eliminate barriers from the work environment so that qualified applicants and employees are enabled to compete for job opportunities and participate in workforce development to the fullest extent possible. I expect all leaders across the command to adhere EEO principles and practices, as required by applicable laws, and to undertake the goals of affirmative employment with the same leadership and zeal as other organizational responsibilities.
4. When sensitive issues or systemic problems arise, I expect prompt resolution at the lowest possible level in a manner that is both fair and equitable. Adherence to the principles of EEO exemplifies prudent leadership and is the right thing to do.
5. The proponent of this policy is the Fort Bragg Equal Employment Opportunity Office at 910-396-5214 and 910-396-4184.

ENCLOSURE 6

Treatment of Persons Policy

1. The XVIII Airborne Corps and Fort Bragg is a values-based organization of trusted professionals who uphold Army policies fostering and supporting Army Values, fair treatment, and equal opportunity (EO). Hazing, bullying, and other similar behaviors that undermine dignity and respect are in opposition of our fundamental values and are prohibited.
2. This command is committed to preventing and eliminating hazing and bullying. Commanders at all levels are responsible for eliminating hazing and bullying behavior within their formations. Hazing and bullying have a negative impact on readiness. The physical or mental injury caused by hazing and bullying damages the medical readiness of the force. It further destroys trust and cohesion among Soldiers and erodes the foundation of the Army Values and Warrior Ethos.
3. Victims of bullying, hazing, and maltreatment are encouraged to report incidents to their chain of command or the Inspector General (IG). They may also bring concerns up to my attention through the "CG's Hotline" (910-396-BOSS, or 910-396-2677) and ultimately using my Open Door policy. These incidents may be investigated by the IG or referred to the command for investigation. All complainants will be protected from acts or threats of reprisal.
4. Commanders are responsible for coordinating with the unit Equal Opportunity Advisors (EOA) to ensure that all hazing and bullying allegations are recorded and tracked regardless of the type of investigation conducted (law enforcement, IG, or administrative). Although administrative investigations into hazing or bullying are not EO investigations, EOAs will ensure that these incidents are recorded for tracking purposes. For founded incidents of hazing or bullying, commanders will ensure the security manager records the derogatory information as an incident report in JPAS per AR 380-67 for all Soldiers and DA Civilians who possess a security clearance.
5. Commanders at all levels will ensure hazing and bullying training is conducted as required by AR 350-1 and as part of the EO training requirements for promoting a healthy unit climate.
6. History. This enclosure supersedes Commanding General's Policy Letter #4B (Treatment of Persons), 19 April 2018.
7. The proponent of this policy is the XVIII Airborne Corps Equal Opportunity Program SGM at 910-908-6149 or EO Hotline at 910-396-4538.