



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY CYBER CENTER OF EXCELLENCE  
AND FORT GORDON  
419 B STREET  
FORT GORDON, GEORGIA 30905-5735

ATZH-CG (360-81d1)

SEP 24 2021

MEMORANDUM FOR Military and Civilian Employees at Fort Gordon, Georgia 30905

SUBJECT: Commanding General's Policy Memorandum No. 3 – Equal Employment Opportunity/Alternative Dispute Resolution/Anti-Harassment/Providing Reasonable Accommodations for Individuals with Disabilities

1. References:

- a. Equal Employment Opportunity Commission Management Directive 110, 5 August 2015.
- b. Equal Employment Opportunity Commission Management Directive 715, 1 October 2003.
- c. The Rehabilitation Act of 1973, as amended.
- d. The Americans with Disabilities Act (ADA) of 1990 and ADA Amendments Act of 2008.
- e. Army Regulation 690-12 (Equal Employment Opportunity and Diversity).
- f. Army Regulation 690-600 (Equal Employment Opportunity Discrimination Complaints).

2. I am absolutely committed to the principles, policies, and objectives of the Army's Equal Employment Opportunity (EEO) Program. Every Civilian employee of the Cyber Center of Excellence is guaranteed equal employment opportunity based on their ability and merit standing. The Cyber Center of Excellence will have a positive work environment where every employee is valued, treated with respect and dignity, and has the opportunity to contribute fully to the mission. Nothing less is acceptable. This requires a commitment by every member of the Cyber Center of Excellence and must be evident in all actions to recruit, hire, train, promote, and recognize employees. Discrimination, in any form, will not be tolerate; every member of the Center of Excellence is charged with creating a positive work environment free of discrimination and reprisal.

3. Total leader involvement is critical to ensuring accomplishment of my intent. Adherence to an enforcement of EEO principles and personnel management policies is a mandatory performance standards for all supervisors. I expect every leader to be

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proactive, fair, consistent, positive, and impartial in the enforcement of the tenets of EEO in order to prevent and resolve conflict, and address employee concerns.

4. It is imperative that all leaders create a work environment that ensures our civilian employees do not fear reprisal should they seek to file an EEO complaint. Enclosed are the CCoE procedures for processing civilian complaints of discrimination. In compliance with 29 CFR 1614, the CCoE has established the use of Alternate Dispute Resolution (ADR), specifically mediation, for early resolution of EEO complaints. ADR can be applied to most workplace disputes and allows both parties to participate in the outcome. I encourage all to consider voluntary mediation as a means of resolving workplace disputes.

5. The Cyber Center of Excellence has a responsibility to provide reasonable accommodations to qualified employees or applicants with disabilities. In addition, the command must provide accessibility and accommodations for attendees and participants of both internal and public group events when requested unless doing so would cause undue hardship for the organization. AR 690-12 provides the Army policy and procedures for processing requests for reasonable accommodations. Every effort should be made to process requests for reasonable accommodations in a prompt and efficient manner. I encourage all leaders to consult with the installation's Disability Program Manager, Staff Judge Advocate or labor attorney, and the Civilian Personnel Advisory Center when processing a request for reasonable accommodation. Denial of a request for a reasonable accommodation from an employee should only be made after consultation with the Disability Program Manager, Staff Judge Advocate or labor attorney, and the Civilian Personnel Advisory Center.

6. Commanders will disseminate this policy to all personnel in their units, and a copy will be posted on the Cyber Center of Excellence website and primary bulletin boards. If a complaint is required, the individual will file the complaint in accordance with enclosure 1, EEO Complaint Procedures.

7. This policy memorandum is effective until superseded or rescinded.

8. The POC for this action is the installation EEO Office at (706) 791-4551.

Encl



PAUL T. STANTON  
Brigadier General, USA  
Commanding

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Enclosure 1: EEO Complaint Procedures

1. The Department of the Army and Cyber Center of Excellence (CCoE) will provide equal opportunity for all Civilian employees and applicants by ensuring a work place free of harassment and discrimination. The chain of command will ensure that all civilian employees are aware of these procedures for addressing and resolving EEO complaints of discrimination. This includes, but is not limited to, public posting and distribution of policy memorandums and complaint procedure notices.

2. All employees are encouraged to report and utilize their chain of command to address complaints of discrimination and concerns of equal treatment. Many issues can be promptly resolved through the use of Alternative Dispute Resolution (ADR)/Mediation. If ADR is unsuccessful, the employee can continue with processing the complaint. The procedures outlined below should be followed for filing a Civilian complaint of discrimination.

a. **Informal complaint.** IAW AR 690-600, all DA Civilians, applicants for employment, and contractor personnel alleging a joint employment working relationship must contact the EEO Office within 45 days of the date of the matter alleged to be discriminatory or, in the case of a personnel action, when they became aware of the alleged action.

b. **Formal complaint.** IAW AR 690-600, after the completion of the informal EEO counselor inquiry, the aggrieved will be issued a Notice of Right to File a Formal Complaint of Discrimination. Employees will be advised of their right to file a formal complaint of discrimination within 15 calendar days. The EEO Officer will accept or dismiss the formal complaint and will provide the complainant information on available rights, remedies, and possibilities for resolution.

3. All employees have the right to present complaints without fear of harassment; the chain of command will ensure that complaints and witnesses are protected from retaliation or reprisal. Any allegation of reprisal should be promptly reported to the chain of command or through other available channels, to include the Inspector General (IG) and the Office of the Staff Judge Advocate. Each of these offices provides expertise in specific areas.