



DEPARTMENT OF THE ARMY
HEADQUARTERS III ARMORED CORPS AND FORT CAVAZOS
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FORT CAVAZOS TX 76544-5000

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COMMANDING GENERAL'S
POLICY LETTER #1

04 JUN 2025

MEMORANDUM FOR RECORD

SUBJECT: Standards of Respect, Safety, and Support

1. As Phantom Warriors, we are a family. Ensuring equal, respectful, and fair treatment of every Soldier, Civilian, and Family member assigned or attached to this command is my top priority. While we may not always agree, each of us has a duty to recognize and address behaviors or practices that undermine fairness and dignity. I expect every Phantom Warrior to live by the Golden Rule: treat others as you would want to be treated.

2. By embracing the Golden Rule "treating others as we wish to be treated" we can significantly reduce unprofessional behaviors such as sexual harassment, sexual assault, racism, and discrimination. These actions erode trust and cohesion, much like fratricide does in combat. Leaders at every level are responsible for fostering open communication and ensuring an environment where every member of our command can thrive.

3. This policy requires leaders and teammates to treat all Soldiers, Civilians, and Family Members with dignity and respect, regardless of background. Disrespect erodes trust, weakens cohesion, and undermines our readiness.


4. Respect for ourselves, our teammates, and our families is essential to a high-performing, cohesive organization. Living by the Golden Rule takes engaged leadership and a positive command climate. I expect all members to uphold the highest standards of professionalism, care, and respect.

5. The point of contact for this policy letter is the Chief of Staff at (254) 287-7509.

6. This policy memorandum will remain in effect until a new policy is issued or this one is officially rescinded by command.

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KEVIN D. ADMIRAL
Lieutenant General, USA
Commanding

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Enclosure 1: Open Door Policy

1. This policy applies to all Soldiers and Civilians attached to or assigned to III Armored Corps and Fort Cavazos.
2. Commanders will establish an Open Door Policy within their commands in accordance with AR 600-20.
3. This Open Door Policy is not intended to supplement or replace the formal review processes established by law, or collective bargaining agreements. Formal review processes are available to address most problems, and they afford the individual appropriate due process. In some instances, I may be required to render a decision as part of the formal review process. The laws and regulations establishing these processes prohibit me, as a decision maker, from addressing these problems under the Open Door Policy until the formal process has run its course.
4. The Chief of Staff will review all open door requests to ensure we do not inadvertently interfere with any formal review processes that have not fully concluded. Some examples of formal review processes that may involve me as a decision maker are proceedings under Article 15 of the Uniform Code of Military Justice (UCMJ), Financial Liability, Investigations of Property Loss appeals, referral, and final action of criminal cases under the UCMJ, administrative and negotiated grievances (to include renewing allegations of civilian misconduct), administrative separation actions, contract awards, Equal Opportunity complaints, non-punitive reprimands under AR 600-37, and disciplinary actions. If you are involved in one of these formal review processes, you may schedule an open door meeting with me after the conclusion of the process.
5. My duties require frequent absences from the office and from the installation. Since I am often not in the local area, I welcome other forms of communication.
6. Enlisted personnel wishing to speak to me under this policy are encouraged to contact the III Armored Corps and Fort Cavazos Command Sergeant Major via the Administrative Executive Assistant at (254) 288-3481.
7. Commanders will ensure widest dissemination of this policy to the lowest levels. Units will permanently post this memorandum on unit bulletin boards.
8. The point of contact for this enclosure is the Chief of Staff at (254) 287-7509.
9. This policy memorandum supersedes the Open Door Policy memorandum dated **12 SEP 2024**, and will remain in effect until superseded or rescinded.

Enclosure 2: Strengthening Our Soldiers and Families

1. **Applicability.** This policy applies to all Soldiers and all major subordinate commands, units, and tenant activities on the Fort Cavazos military installation.
2. **Statement of Military Purpose and Necessity.** Soldiers off-duty time is necessary to maintain a ready and resilient force and must be protected to the maximum extent possible, given mission requirements. In general, we must:
 - a. Be predictable and execute training schedules as published.
 - b. Train to standard, not to time, and release Soldiers early whenever possible once training objectives have been met.
3. **Policy:**
 - a. **Phantom Time.** Units may observe Phantom Time on Friday each week. On Fridays, the duty day will end no later than 1500. However, Installation services will continue after 1500 to maintain Soldier access.
 - b. **Weekend and Training Holiday Duty.** Units will allow Soldiers and Families to maximize their weekend time as well as training holidays. Mission requirements may require Soldiers to perform official duties during these periods. No additional approval or exception to policy is required to work on weekends or holidays for units officially tasked in a published III Armored Corps and Fort Cavazos operations order, executing a valid guard detail or requirement, or conducting training that was approved at previous mission training briefs.
4. **Guidance on Exceptions:**
 - a. **Philosophy.** Whenever possible, I expect commanders to honor Phantom Time and other off-duty time designated in training calendars. However, nothing in this policy prevents Soldiers or units from being required to work beyond the planned duty day in order to accomplish critical missions or tasks. For example, commanders should typically require Soldiers to complete maintenance on priority vehicles and weapon systems prior to release if parts are on hand.
 - b. **Authorities and Requirements.** Commanders at any level may approve exceptions for individuals to accomplish the mission. No special authority is required for unplanned activities beyond duty hours. Any exceptions that cause a unit to work beyond the planned duty day will be briefed at the next mission training brief.
 - c. **Compensatory Time.** Commanders will grant appropriate time off for Soldiers and units for time spent on duty during weekends, on training holidays, or after duty hours. Compensatory time should be applied as soon as possible whenever mission allows.
5. This policy memorandum supersedes the Family First Policy memorandum dated **12 SEP 2024** and will remain in effect until superseded or rescinded.

Enclosure 3: Sexual Harassment/Assault Response and Prevention (SHARP)

1. References: See Attachment 1
2. This policy applies at all times and in all locations to all Servicemembers, Family Members and Civilians assigned to, attached to, or performing duties in units or activities assigned, attached, stationed, based, or otherwise located on the Fort Cavazos military reservation over the age of 18. This includes, but is not limited to, units, Servicemembers and Civilians conducting maneuvers, training, maintenance, or other duties on the Fort Cavazos military reservation over whom Commander, III Armored Corps and Fort Cavazos, exercises Senior Commander (SC) authority.
3. I am committed to ensuring Soldiers, Family members, and Department of the Army (DA) Civilian employees live and work in an environment free of sexual harassment and sexual assault. Commanders, leaders, and supervisors are committed to creating and maintaining an environment conducive to inclusion, dignity, and respect. Readiness is increased through engaged leadership by permanently shifting our culture to eliminating sexual assault, harassment, and retaliation. Sexual harassment and sexual assault destroy teamwork and negatively affect unit readiness and mission performance and will not be tolerated. Victims must feel empowered to report these incidents and will receive support from their chain of command.
4. Prevention of sexual harassment and sexual assault is everyone's responsibility. Every Soldier, Civilian employee, and Family member is responsible for treating each other with mutual dignity and respect. Your professionalism is reflected daily by your speech and conduct, which must be consistent with the Army Values. We cannot tolerate or condone sexual harassment, sexual assault, or retaliation for reporting; we must eradicate this behavior from our Army. It is incumbent upon all leaders to set the example and to create an environment conducive to inclusion, good order, and discipline. Leaders at all levels will protect their teams against sexual harassment and sexual assault, and proactively ensure that their environments are free from all forms of both. Each unit Commander within the Corps has an open-door policy, and there is a 24-hour Sexual Harassment/Assault Response and Prevention (SHARP) Hotline available to receive reports.
5. Sexual Harassment. Refer to Army Regulation 600-52, paragraph 2-2, for the definition of sexual harassment.
6. Sexual Assault. Refer to Army Regulation 600-52, paragraph 3-1 through 3-3, for the definition of sexual assault and types of reporting.
7. Retaliation and Reprisal. It is the right of every member of this command to present a complaint without fear of retaliation, reprisal, ostracism, or maltreatment. Retaliatory behaviors are incompatible with the Army Values and may be punishable under the UCMJ. If the retaliatory behavior is criminal in nature and the victim filed an unrestricted report, the crime should be immediately reported to CID. Commanders will establish procedures to protect all first responders, both civilians and Soldiers, as well as witnesses and bystanders who intervened to prevent a sexual assault or act of sexual harassment from retaliation, reprisal, ostracism, or maltreatment related to the execution of their duties and responsibilities.

a. Reprisal is the taking or threatening to take an unfavorable personnel action, or withholding or threatening to withhold a favorable personnel action, or any other act of retaliation, against a Soldier or Family member for making or preparing a formal complaint, a DA Civilian for engaging in activity in opposition to perceived discrimination, or against an alleged subject under investigation.

b. Retaliation is any person subject to the UCMJ who wrongfully takes or threatens to take an adverse personnel action, or wrongfully withholds or threatens to withhold a favorable personnel action with the intent to discourage or retaliate against any person for reporting or planning to report a criminal offense, or making, or planning to make a protected communication See Article 132, UCMJ, 2024)

c. Commanders will establish procedures to protect all first responders, both Civilians and Soldiers, as well as witnesses and bystanders who intervened to prevent a sexual assault or act of sexual harassment from retaliation, reprisal, ostracism, or maltreatment related to the execution of their duties and responsibilities. Retaliatory behavior may be punishable under the UCMJ.

d. Victims can seek assistance on how to report retaliatory behavior by requesting assistance from the following:

(1) A SARC or VA; or

(2) A SARC on a different installation, which can be facilitated by the DoD SAFE Helpline at 877-995-5247; or

(3) Immediate commander; or

(4) A commander outside their chain of command; or

(5) Equal Opportunity professional; or

(6) A General Officer (GO) if the retaliation, reprisal, ostracism, or maltreatment involves the administrative separation of victims within one year of the final disposition of their sexual assault case; or

(7) A GO if the victim believes that there has been an impact on their military career because they reported a sexual assault or sought mental health treatment for trauma that the victim believes is associated with the sexual assault; or

(8) Trial counsel, Victim Witness Assistance Program, Special Victim Counsel, or a legal assistance attorney; or

(9) Inspector General's office, invoking whistleblower protections; or

(10) CID, if the retaliation takes the form of an act that is criminal in nature and the victim filed an unrestricted report.

8. Reporting Procedures:

a. All victims of sexual assault and sexual harassment will be treated with dignity, fairness, privacy and respect. I expect leaders to swiftly, and in accordance with regulation, address allegations of sexual harassment, sexual assault and retaliation in accordance with established policy and regulations. For Civilian employees who are experiencing sexual harassment, procedures and courses of action are available through their local EEO Office. We will treat every reported sexual assault, sexual harassment, and retaliation incident seriously and follow the Army guidelines listed below:

b. Commanders will immediately report allegations of sexual assault and certain acts of sexual misconduct to their local CID office. Commanders will thoroughly and professionally investigate all allegations of sexual harassment, and retaliation that do not otherwise require referral to another agency. The appointment of a sexual harassment investigation—formal, informal, and anonymous—is reserved to commanders in the grade of O6 and above. Sexual harassment and sexual assault are punishable under the UCMJ for service members and other federal and local laws for Civilians.

c. Commanders or supervisors will contact their local SARC for guidance when they are notified of an allegation of sexual assault against uniformed personnel, their eligible family members or DACs. In compliance with the Office of Special Trial Counsel (OSTC) jurisdiction, commanders will hold offenders appropriately accountable, provide compassionate care for victims, and protect the rights and privacy of survivors. SHARP personnel will explain to the victim the resources available through the DD Form 2910, where the reporting option is elected, and also provide the victim with a copy of their rights as a victim using DD Form 2701 (Initial Information for Victims and Witnesses of a Crime). See Attachment 2 for a listing of victims' rights.

d. A commander who receives a complaint of sexual harassment will ensure an investigation is conducted in accordance with DoDI 1020.03, AR 15-6, and this regulation. The commander will consult with their supporting legal advisor to determine if the complaint contains a violation of the UCMJ.

e. Commanders at all levels. Commanders are required to immediately report to the special agent in charge of the supporting USACID office all acts of sexual assault that they become aware of. This includes acts of sexual assault involving personnel affiliated with DoD, including Soldiers and their dependents, DoD Civilians, and DoD contractors. Anyone in the chain of command, to include supervisors, first sergeants, and senior enlisted advisors (not required to be in the victim's chain of command). All individuals in a supervisory position are required to report all acts of sexual assault of which they become aware.

f. Battalion level commanders will submit the Sexual Assault Incident Response Oversight Report (SAIRO), when required, within eight calendar days of the incident IAW ref 1a, Appendix K.

g. Leaders at all levels will create a culture of trust in which everyone can thrive and achieve their full potential.

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9. This Command Policy Memorandum supersedes Command Policy SHARP and SVC dated **12 SEP 2024**. This policy will remain in effect until superseded or rescinded.

10. The point of contact for this enclosure is the III Armored Corps Lead SARC at 254-287-7901.

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Attachment 1: References

- a. Army Regulation (AR) 600-52, Army Command Policy, 11 February 2025.
- b. AR 600-8-2, Suspension of Favorable Personnel Actions (Flag), 5 April 2021.
- c. AR 27-26, Rules of Professional Conduct for Lawyers, 26 March 2025.
- d. AR 623-3, Evaluation Reporting System, 14 February 2025.
- e. Department of the Army Pamphlet 623-3, Evaluation Reporting System, 27 September 2019.
- f. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 06 February 2025.
- g. Department of Defense Instruction (DoDI) 6495.02, Volume 1 (Sexual Assault Prevention and Response: Program Procedures), Incorporating Change 8, 26 July 2024.
- h. Department of Defense Instruction (DoDI) 6495.02, Volume 2 (Sexual Assault Education and Training), 9 April 2021.
- i. Department of Defense Instruction (DoDI) 6495.02, Volume 3 (Sexual Assault Prevention and Response: Retaliation Response for Adult Sexual Assault Cases), Incorporating Change 1, 26 July 2024.
- j. Department of Defense Instruction 6495.03, Defense Sexual Assault Advocate Certification Program (D-SAACP), 28 February 2020
- k. DoDI 1350.02 (Military Equal Opportunity Program), December 20, 2022.
- l. Secretary of Defense Memorandum, Withholding Initial Disposition Authority Under the Uniform Code of Military Justice in Certain Sexual Assault Cases, 20 April 2012.
- m. National Defense Authorization Act for Fiscal Year 2016, Pub.L. 114-92 (2016k. 10 U.S.C.S. § 1044 (2014).
- n. DoD Retaliation Prevention and Response Strategy: Regarding Sexual Assault and Harassment Reports, April 2016.
- o. Army Directive 2018-23 (Improving the Effectiveness of Essential and Important Army Programs: Sexual Harassment/Assault Response and Prevention, Equal Opportunity, Suicide Prevention, Alcohol and Drug Abuse Prevention, and Resilience), 8 November 2018.
- p. FORSCOM Commanding General Policy Memo 8, Sexual Harassment and Sexual Assault Prevention and Response, 19 SEP 22.

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q. Army Directive 2022-13 (Reforms to Counter Sexual Harassment/Sexual Assault in the Army), 20 SEP 22.

r. Army Regulation 600-32 Conduct Between Soldiers of Different Grades 16 September 2024.

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Attachment 2: Victim Bill of Rights

As a crime victim, you have the following rights:

- The right to be treated with fairness and respect for your dignity and privacy.
- The right to be reasonably protected from the accused offender.
- The right to reasonable, accurate, and timely notice of public preliminary hearings, pretrial confinement hearings, court proceedings, and clemency and parole hearings related to the offense.
- The right to be present at all public proceedings related to the offense unless the hearing officer or military judge determines that your testimony would be materially altered if you as the victim heard other testimony.
- The right to reasonably confer with the prosecutor/Trial Counsel in the case.
- The right to receive available restitution.
- The right to be reasonably heard at:
 - A public hearing concerning the continuation of any pretrial confinement of the accused.
 - A sentencing hearing related to the offense.
 - A public Military Department Clemency and Parole Board hearing related to the offense.
- The right to submit a written statement for the consideration of the Convening Authority prior to taking action on findings and sentence.
- The right to proceedings free from unreasonable delay.
- The right to be provided information, if applicable, about the conviction, sentencing, imprisonment, Convening Authority's action, appellate review, and release of the offender.

For further information on crime issues, see the DoD Victim and Witness Assistance Council web page at: <http://vwac.defense.gov/>.

National and Local Outreach Service Organizations for sexual assault victims:

DoD Safe Helpline:	877-995-5247
Fort Cavazos SHARP Hotline:	254-319-4671
Aware Central Texas	254-813-0968
Veterans Outreach (Harker Heights)	254-953-7100
RAINN (National)	800-656-4673
Families In Crisis (Killeen)	254-634-1184/ 8309
Cove House	254-547-4673
Cove Corporation	254-547-6753
Hope Alliance (Round Rock)	512-255-1212
Texas Advocacy Project	800-374-4673

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Enclosure 4: Military Equal Opportunity and Equal Employment Opportunity Programs and Complaint Procedures

1. Reference: Army Regulation (AR) 600-20 (Army Command Policy), 06 February 2025.

2. Applicability:

a. This policy applies to all Soldiers, including active or reserve, Delayed Entry Program, and cadets assigned or attached to III Armored Corps and Fort Cavazos units, 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).

3. Purpose: To ensure every III Armored Corps Soldier has an opportunity to reach his or her maximum potential in an environment free of unlawful discrimination or offensive behavior.

4. Policy:

a. I am fully committed to the Army's MEO Program and expect 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, or sexual orientation, and provide an environment free of unlawful discrimination, prejudice, offensive behavior, or the use of disparaging terms which contributes to a hostile work environment. Commanders at all levels will maximize human potential and ensure fair treatment for all persons based solely on merit, performance, and potential in support of readiness.

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, age, disability, genetic information, or reprisal.

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 organizational 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, 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 the chain of

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command, the MEO professional, Inspector General (IG), Staff Judge Advocate (SJA), Chaplain, or the Provost Marshal Office (PMO).

e. Each complainant will have access to the MEO professional, IG, SJA, Chaplain, and the PMO. 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 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 Department of Army 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 complete within 60 days.

5. Expiration. This III Armored Corps and Fort Cavazos policy memorandum supersedes the Military Equal Opportunity (MEO) Program and Complaint Procedures Policy, dated **12 SEP 2024** and will remain in effect until superseded or rescinded.

6. The point of contact for this enclosure is the III Armored Corps and Fort Cavazos MEO office at 254-287-4190.

Enclosure 5: Army Harassment Prevention and Response Program

1. Reference: Army Regulation (AR) 600-20 (Army Command Policy), 06 February 2025.

2. Purpose: To prevent incidents of hazing, bullying, discriminatory harassment, online misconduct, and other acts of misconduct to promote the fair and equitable treatment of all people.

3. Applicability: This policy applies to all Soldiers including active or reserve, Delayed Entry Program, and cadets, assigned, or attached, to III Armored Corps and Fort Cavazos units, to include Soldiers performing duties in units or activities assigned, attached, stationed, based, or otherwise located on the Fort Cavazos military reservation. This policy further applies to Soldiers physically present within the limits of the Fort Cavazos military reservation. All service members assigned to, attached to, or performing duties in units or activities over whom the Commander, III Armored Corps and Fort Cavazos, exercises Senior Commander (SC) authority are also subject to this policy. This policy applies both on- and off-post, during duty and non-duty hours and applies to working, living, and recreational environments (including on- and off-post housing).

4. Policy: Everyone is expected to treat all people with dignity and respect. Soldiers who violate this policy may be subject to punishment under the Uniform Code of Military Justice (UCMJ). We are members of the profession of arms and are all bound by the same professional ethics. I expect all Soldiers to treat one another with professional courtesy, whether that Soldier is a superior, peer, or subordinate. Simply put, treat others as you would want to be treated, with dignity and respect.

a. I am committed to the prevention of hazing, bullying, discriminatory harassment, online misconduct, and other acts of misconduct. The Army Values define our character as service members. Hazing, bullying, discriminatory harassment and other behaviors that undermine dignity and respect have no place in the military and will not be tolerated. For all service members, I explicitly forbid all acts of hazing, bullying, discriminatory harassment or online misconduct as defined below and in AR 600-20.

b. Without fear of reprisal, individuals subjected to or who are aware of hazing, bullying, discriminatory harassment, and/or online misconduct should report such actions to their commander, the unit Military Equal Opportunity (MEO) Professional law enforcement, or the Inspector General (IG). All who manifest courage in reporting acts or behaviors that undermine dignity and respect will be protected from acts of threats or reprisal.

c. Hazing is a form of harassment that physically or psychologically injures or creates a risk of physical or psychological injury to Soldiers for the purpose of initiation and/or admission into, affiliation with, change in status or position within, or a condition for continued membership in any military or DA Civilian organization. Examples of hazing include, but are not limited to: pressing an object into another person's skin, oral or written berating with the purpose of belittling or humiliating, and excessive physical exercise. Hazing can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person.

d. Bullying is a form of harassment that includes acts of aggression by Soldiers or DA Civilian employees, with the intent of harming a Soldier either physically or psychologically. Bullying is the exposure of an individual or group to physical and/or emotional aggression with the intent to cause distress or harm. Examples of bullying include, but are not limited to: playing abusive or malicious tricks, name calling, threats of violence, and singling out an individual from his or her coworkers, or unit, for ridicule. It often is indirect or subtle in nature and involves an imbalance of power between the aggressor and the victim. Bullying can also be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person.

e. Discriminatory Harassment is a form of harassment that is unwelcomed conduct based on race, color, religion, sex (including gender identity and pregnancy), national origin, or sexual orientation. Other acts of misconduct violate the dignity and respect of others, including acts of reprisal or retaliation.

f. Online misconduct is the use of electronic communications to inflict harm. Examples of online misconduct include, but are not limited to: hazing, bullying, sexual harassment, discriminatory harassment, stalking, retaliation, or any other types of misconduct that undermines dignity and respect of another person(s). This covers all electronic communication through the transfer of information (signs, writing, images, sounds, or data) transmitted by computer, phone or other electronic device. Electronic communications include, but are not limited to: text messages, emails, chats, instant messaging, screensavers, blogs, social media sites, electronic device applications, and web/video conferencing.

g. Hazing, bullying, discriminatory harassment, online misconduct and other behaviors that undermine dignity and respect are prohibited. Everyone maintains the right to work and live in an environment free of hostility. The physical or mental injury caused by these actions and behavior damages unit readiness and further destroys trust and cohesion among Soldiers. Commanders are responsible for protecting complainants from reprisal or retaliation.

h. Victims of hazing, bullying, discriminatory harassment, online misconduct, and maltreatment are encouraged to report incidents to their chain of command, unit Military Equal Opportunity (MEO) professional, or law enforcement. Commanders and supervisors at all levels will immediately report allegations of criminal behavior to law enforcement. Commanders will ensure that all reported allegations are properly investigated. Commanders will also provide unit MEO professionals with required details to update and track case information.

i. Every commander, director, and supervisor will set the appropriate example regarding the prevention of hazing, bullying, discriminatory harassment, and online misconduct and will take proper action to create and sustain an environment that promotes dignity, respect, teamwork, and trust.

j. On at least an annual basis, commanders will conduct hazing, bullying, discriminatory harassment, and online misconduct training as part of the MEO training requirements related to promoting a healthy unit climate.

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(1) Commanders will incorporate unit-level annual MEO and Harassment Prevention and Response training, in combination with training on retaliation and reprisal, into the overall unit training plan.

(2) Annual MEO training will be conducted face-to-face. Commanders will determine the duration, location, and means for conducting training. Unit leaders will lead the training and may use MEO professionals as necessary.

5. Punitive Order. This policy is punitive and is intended to be a lawful general order within the UCMJ Articles 92, 133, and 134. Violations of this policy, or of AR 600-20, paragraph 4-16, a lawful general regulation, may result in punitive action under the UCMJ, adverse administrative action, or both.

6. Expiration. This III Armored Corps and Fort Cavazos policy memorandum supersedes the Army Harassment and Prevention Program Policy, dated **12 SEP 2024**, and will remain in effect until superseded or rescinded.

7. The point of contact for this enclosure is the III Armored Corps and Fort Cavazos MEO office at 254-287-4190.