



DEPARTMENT OF THE ARMY
HEADQUARTERS, NATIONAL TRAINING CENTER & FORT IRWIN
FORT IRWIN, CA 92310-5099

AFZJ-CG

18 July 2024

MEMORANDUM FOR Soldiers / Civilians of Fort Irwin and the National Training Center

SUBJECT: Command 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 the National Training Center (NTC) and Fort Irwin 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's the foundation for teamwork, cohesion, and discipline. The bedrock of trust is the Golden Rule "treat others as we expect to be treated," alongside 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.

3. Leaders will work to prevent any form of unlawful discrimination or maltreatment. If they hear of or see it, they will quickly intervene to correct the situation and, if appropriate, report it. When appropriate, leaders will strive to resolve issues at the lowest level. When not, issues can be addressed through 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 760-380-5463 or by using my open door policy. Coordinate, when appropriate, through the chain of command, or directly if not, with the NTC executive staff to establish an open door appointment. I reserve the right to have a third-party present during this appointment. Leaders will assist complainants, protect them from reprisal, investigate thoroughly, and act, swiftly and fairly.

4. Trust, Teamwork, and Cohesion are essential to our combat readiness. Our leaders will ensure our leadership climate promotes and sustains these three concepts.

A handwritten signature in black ink, appearing to read "Brandon C. Anderson".

BRANDON C. ANDERSON
Brigadier General, USA
Commanding

Encl

1. References

Enclosure 1 (References)

1. AR 600-20 (Army Command Policy), 24 Jul 20
 - a. Chapter 6, and Appendix C and D: Military Equal Opportunity Program Definitions, Complaint System, Reporting Types, and Training Requirements.
 - b. Chapter 7, and Appendix F, G, J, K, M, and N: Sexual Harassment, Assault, Response and Prevention Program Definitions, Complaint System, Reporting Types, and Training Requirements
2. TC 26-6 (Commander's Equal Opportunity Handbook), 23 Jun 08
3. AR 690-12 (Equal Employment Opportunity and Diversity), 12 Dec 19
4. AR 690-600 (Equal Employment Opportunity Discrimination Complaints), 9 Feb 04
5. DoDD 1020.02E (Diversity Management and Equal Opportunity in the DoD), 1 Jun 18
6. Executive Order 13672 (Further Amendments to Executive Order 11478, Equal Employment Opportunity in the Federal Government, and Executive Order 11246, Equal Employment Opportunity), 21 Jul 14
7. AR 27-10 (Military Justice), 20 Nov 20
8. Fort Irwin Supplement to AR 27-10, 4 May 20
9. Forces Command Regulation 350-50-1 (Training at the National Training Center), 29 Oct 18
10. The Uniform Code of Military Justice
 - a. Article 92, Failure to obey order or regulation
 - b. Article 112a, Wrongful Use, possession, etc. of a controlled substance
 - c. Article 120, 120b, and 120c, Rape and Sexual Assault, Sexual Misconduct
 - d. Article 128, Assault
 - e. Article 134, General Article