



***National Training Center (NTC) and Fort Irwin's
Equal Opportunity (EO)
Standard Operating Procedures (SOP)***

"Treat everybody with Dignity and Respect"



"Knowledge, Equality, Readiness"

NTC & Fort Irwin Commander – Lead 6 EO Directives

Sustaining the ALL – Volunteer Force is the Army's first priority. By enforcing Equal Opportunity (EO) and Fair Treatment In Accordance With (IAW) the Regulations and Directives of the Department of Defense, every Soldier, NCO, and Officer within the National Training Center (NTC) & Fort Irwin will embrace the Army's first priority. As your Commander, I am totally committed to the Army Values and treating everyone with dignity and respect and I will ensure that every Soldier will do the same. The Department of the Army is committed to providing an environment in which every member of the total force and their Family members are ensured an opportunity to attain as high a level of responsibility as possible based solely on merit, fitness, and capability regardless of Race, Color, Sex (Gender Identity), Religion, National Origin or Sexual Orientation. I am fully committed to the EO/EEO program. It is my policy that all Soldiers and Civilians be provided equal opportunity and fair treatment.

Successful implementation of this policy depends on good communication. Leaders and Supervisors across NTC and Fort Irwin must work together to create a well-balanced work environment. A favorable command climate will allow us to maximize the effectiveness of our #1 priority – our Soldiers. A vital factor in establishing a favorable command climate and well-balanced work environment is effective communication and education. We need to respect each other's diverse heritages. We must treat everyone with dignity and respect at all times; incorporating these practices into our daily duties we will be successful.

Each Commander and Supervisor will give his/her full commitment to the elimination of all forms of discrimination. We all share an active responsibility in promoting and protecting equal opportunity and fair treatment throughout NTC and Fort Irwin. Annual EO training for all organizations, to include EO Program, EO Complaint process and treatment of persons "Hazing and Bullying" is a critical part of ensuring dignity and respect is practiced and understood at all levels of command. I pledge my full support and commitment to the EO Program and expect all to do the same.

Table of Contents

- I. Introduction – page 4
- II. Equal Opportunity Program – page 4
- III. Equal Opportunity Advisor and Equal Opportunity Leader's Requirements – pages 4 - 6
- IV. Equal Opportunity Leader's Course and Unit EO Training Requirements – page 6
- V. EO Complaint Procedures – pages 7 - 9
- VI. DEOMI Organizational Climate Survey – pages 9 -10
- VII. Annual Training and Record-Keeping Requirements – page 10
- VIII. Unit EO Bulletin Board and EO Book – page 11
- IX. Staff Assisted Visit (SAV) – page 11
- X. Techniques to Respond to Discriminatory or Offensive Behavior – page 11
- XII. Ethnic Observances – page 12
- XIII. Additional EO Areas – pages 12 – 15

References

- a. AR 600-20 (Army Command Policy), 6 November 2014
- b. TC 26-6 (Commander's Equal Opportunity Hand Book), 23 June 2008
- c. Army Directive 2013-29 (Army Command Climate Assessments), 23 December 2013

I. Introduction

1. All Soldiers and Family members have the right to be treated with dignity and respect, and "Persons will be evaluated on individual merit, fitness, and capabilities, regardless of race, color, sex (gender identity), national origin or religion". The preceding two statements are from the Army's Equal Opportunity (EO) Program.

2. The National Training Center (NTC) and Fort Irwin's EO Standard Operating Procedure (SOP) is designed as a quick reference guide to assist Commanders, Leaders, and Unit Equal Opportunity Leaders (EOLs) in the implementation of their Unit's EO program.

II. Equal Opportunity (EO) Program

1. This SOP will provide the NTC and Fort Irwin Commanders and Leaders with the Army's and Fort Irwin's regulatory benchmarks for their EO Program, along with strategies to prevent discrimination and unfair treatment in their formations.

a. Equal Opportunity: AR 600-20 para 6-2c (3) and NTC PL # 3

The right of all persons to participate in, and benefit from, programs and activities (for example, career, employment, educational, social) for which they qualified. These programs and activities will be free from social, personal, or institutional barriers that prevent people from rising to the highest level of responsibility possible. Persons will be evaluated on individual merit, fitness, and capabilities regardless of race, color, sex (including gender identity), national origin, sexual orientation or religion.

b. While Unit Commanders are overall responsible for their Unit's EO program, leaders at all levels are responsible for fostering a positive command climate and human relations where all Soldiers, Family members and DA Civilians are treated with dignity and respect.

2. In order to have an effective EO program, commanders and leaders must:

- a. Be responsible for their Unit EO program
- b. Promote Harmony; do not merely avoid disorder
- c. Ensure discipline is not compromised
- d. Provide fair and equal treatment for all Soldiers

III. Equal Opportunity Advisors (EOA) and Leaders (EOL) Staffing Requirements:

1. Staffing Requirements for Equal Opportunity Advisors (EOA) are:

- a. Be a DEOMI graduate with the SQI "Q".
- b. Be assigned to the special staff of commanders and installations, organizations, and agencies that are brigade level (or equivalent) and higher.
- c. Assignments will not be as collateral or part-time duty.

d. Each unit of action or equivalent unit will have, as a minimum, one full-time EOA with the rank of SFC or higher.

e. The EOAs assigned on the unit's TDA should be attached to a specified unit (as described above) for duty, administration, and UCMJ, because they support that specific commander.

f. With regard to the EO program and the command climate, EOAs and EOLs serve as the "eyes and ears" of their Unit Commanders and Leaders.

(1) The NTC and Fort Irwin's EOA and serves as the principal advisor to the NTC and Fort Irwin Commander on all EO matters. The NTC EOA is also the principle advisor to the MEDDAC, DENTAC and US Army Garrison (USAG) Commanders on all EO matters. The NTC EOA can be reached at 760-380-4963.

(2) The 11th ACR, 916th SB, and OPS GRP EOAs serves as the principle advisor to their Commander on all EO matters.

(3) Additionally, EOAs are available to all subordinate commanders, leaders and Soldiers to provide assistance, advice and/or subject matter expertise in the Army and Unit EO programs and policy's.

g. Listed below are specific duties of the EOA (not all inclusive):

(1) Understand and articulate DoD and Army EO policy stated in AR 600-20, Chapter 6, and Appendixes C & D.

(2) Recognize and assess indicators of institutional and individual discrimination.

(3) Collect, organize and interpret demographic data concerning all aspect of the EO climate assessment.

(4) Assist commanders in developing EO policies for their unit.

(5) Assist the NTC Commander in developing an effect Equal Opportunity Action Plan.

(6) Provide ongoing training to the Unit EOLs, in order to build on skills developed through the Equal Opportunity Leader's Course (EOLC).

(7) Assist commanders with evaluating the effectiveness of their EO program, and annual training plan, based on the 3 required classes yearly, EO Program, EO complaint procedures, and Hazing and Bullying, as outlined in FORSCOM and DA requirements, AR 350-1.

(8) Receive and assist in processing individual complaints of discrimination or other EO violations.

(9) Advise Commanders and Investigating Officers (IO) in EO investigations.

(10) Review and comment on EO investigations for compliance with DoD and Army policy's.

(11) Assist in the planning and conducting of Ethnic observances.

(12) Conduct annual Staff Assistance Visits (SAVs) with subordinate Units.

(13) Serves as a Primary and Assistant trainer for NTC and Fort Irwin's EOLC.

2. Staffing requirements for Equal Opportunity Leader's (EOLs) are:

- a. Be in the rank of SGT (P) through 1LT and appointed in writing by the commander as a Primary or Alternate Company/Battalion EOLs. The position is an Additional Duty.
- b. Complete the 60 hour EOLC, given once a Quarter by the NTC EOA in building 284.
- c. Each prospective EOL candidate must be screened by their Brigade EOA. MEDDAC, DENTAC, and USAG will go through the NTC EOA office for screening.
- d. Listed below are the specific duties of the EOL (not all inclusive):
 - (1) Understand and articulate DoD and Army EO policy stated in AR 600-20, Chapter 6 and Appendixes C & D.
 - (2) Assist Commanders in recognizing detractors from a healthy unit EO climate.
 - (3) Assist Commanders in the conduct of Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS). Assist commanders with planning and facilitating annual EO training.
 - (4) Process Informal EO complaints. Company and Battalion EOL's will refer all Formal EO complaints to their respective EOA.

IV. EOLC and Unit EO Training Requirements

1. Equal Opportunity Leader Course (EOLC).

a. EOLC 5.0 is a 60 hour program of instruction developed by the EO Proponent of the SSI, Fort Jackson, SC. The course is intended to train NCOs and Junior Officers to assist Commanders in carrying out the Unit's EO program. EOLC is conducted once a quarter by the NTC, 11th ACR, 916TH, and OPS GRP EOAs in building 284.

FY20

1st Quarter 14 Oct-24 Oct 2019

2d Quarter 24 Feb-5 Mar 2020

3d Quarter 18 May-28 May 2020

4th Quarter 3 Aug- 13 Aug 2020

2. EOL refresher training.

a. The NTC EOA will periodically conduct refresher training with the intent of keeping EOLs abreast of new information, addressing current trends in the unit and providing a forum for EOLs to share information that they may find useful in their unit EO programs.

3. Unit EO Training. IAW AR 600-20, para 6-15a 1, 2, 3

a. The commander will incorporate EO training into the overall training plan for the unit.

b. Leaders will ensure to conduct mandatory semiannual EO Program, EO Complaint Process, and treatment of persons training annually, Commanders may determine what dates work best for

their organizations, understanding the 100% training requirement annually. Commanders will document training on the unit's training schedule and lead the training.

c. The chain of command and other leaders (commanders, CSM, Sergeant Major (SGM), 1SG, Civilian supervisors and others) will be present and participate in unit EO sessions.

V. EO Complaint Procedures. NTC PL # 16

1. Informal EO Complaints.

a. An Informal complaint is any complaint that a Soldier does not wish to file in writing. EOLs can provide valuable assistance to the Soldier and the chain of command. The Open Door policy is one of the quickest and easiest resolution to an EO issue. EO issues can be resolved informally through discussion, problem identification, and clarification of the issues. Informal complaints are not subjected to timelines. When possible always try to handle Informal EO complaints at the lowest level.

Note: *It is recommended that anyone working on the resolution of Informal complaints should prepare an MFR. The MFR should include information indicating nature of complaint and identifying pertinent information to assist in the identification of the unit's command climate (AR 600-20, Appendix C-1a. (1))*

b. Commanders may use a Commander's Inquiry or a 15-6 investigation to clarify the facts and help him/her determine the best resolution of the complaint. If a commander initiates a 15-6 investigation, he/she can reach the NTC Legal Office at 760-380-3521, the NTC EOA at 760-380-4963, 11th ACR EOA at 760-380-5427, 916th EOA at 760-380-4121, and OPS GRP at 760-380-8424 for assistance in establishing proper procedures for conduct of the investigation and help formulate questions for Complainant(s), Subject(s), and named witnesses.

c. Even if a complaint is handled informally, the commander still retains the authority to impose administrative and punitive actions if, during the inquiry or investigation, someone is found to have violated Army policy, EO policy or the UCMJ.

2. Formal EO Complaints.

a. Formal EO complaints are EO complaints that are submitted in writing and are subjected to timelines. Formal complaints *must be filed within 60 days* of the alleged discrimination. Complainants swear to the accuracy of the information on DA Form 7279, The EO Complaint Form. Persons who make such knowingly false statements are potentially subject to courts-martial or other disciplinary measures. An unsubstantiated complaint is not equivalent to a false statement. Once the complainant fills out the DA Form 7279 with the Brigade or Installation EOA, the 14 calendar day timeline begins.

b. Typically, the Brigade EOA is the channel through which Formal EO complaints are processed. While Unit EOLs can assist in resolving Informal complaints, EOLs cannot and will not take a Soldier's Formal complaint.

c. The NTC, 11th ACR, 916th, and OPS GRP EOAs can provide assistance in several areas when the command has a Formal complaint, they can assist by:

(1) Ensuring that timelines are understood and met by all involved.

(2) Providing command teams and IOs with subject matter expertise with regard to Army policy, definition, and identifying behaviors that constitute discrimination or other EO violations.

(3) Vetting Soldier's complaints, *EOAs may help to prevent unnecessary Formal complaints.* Although Soldiers have the right to file a Formal EO complaint at any time, sometimes the Soldier may not understand the complaint process or what constitutes an EO violation.

(4) The following are the reporting and other requirements for a Formal complaint.

(a) The Complainant fills out and signs the EO complaint briefing, and the DA 7279 with the Brigade or Installation EOA or alternate agency.

(b) Within the first three calendar days of the complaint intake, the Commander that received the Formal complaint must notify the first General Court Martial Authority (GCMCA) in the chain of command, appoint an IO, and have the Complainant and Subject(s) sign a Reprisal Plan.

(c) The IO has 14 calendar days to complete the investigation. Before beginning the investigation, the IO must be briefed by the Staff Judge Advocate (SJA) and EOA together.

(1) If the IO is unable to complete the investigation and drop off to legal within the 14 calendar days, an extension up to 30 days maybe requested thru the next higher commander.

(2) If the extension is granted, the commander must inform the complainant in writing that an extension has been granted, and why an extension was needed.

(d) Once the IO completes the investigation, the IO/EOA will go over the findings and recommendations together.

(e) Once the EOA/IO review is finished, the EOA/IO will take the completed investigation to Admin Law at the SJA office for legal review.

(f) The complete investigation will go back to the commander of the complaint, the commander will consider the recommendations from the IO, SJA, and EOA before making the final decision. If the complainant and subject are in different organizations, the completed investigation will go back to the subject of the complainant commander who has UCMJ authority.

(g) Once the final decision is made, the commander signs the DA Form 7279 under *part II- Results of Investigation*. The commander will give the Complainant and Subject the results of the investigation. The Complainant and Subject will sign under Part III of the DA Form 7279. By signing, the Complainant and Subject acknowledge receipt of the results of the 15-6 investigation and the Appeals process. This acknowledgement does not necessary signify the Complainant's agreement with the findings or actions taken to resolve the complaint.

(1) Substantiated Complaints.

a. A substantiated EO complaint is a complaint that, after the completion of an inquiry or investigation, provides evidence to indicate that the Complainant was more likely than not treated differently because of his or her race, color, national origin, sex (including gender identity), sexual orientation or religion. The standard of proof is a "preponderance of evidence" standard.

b. Substantiated EO complaints as a result of an AR 15-6 investigation require a "Does not support EO" on the NCOER, or a "No" in Part IV – Performance Evaluation Professionalism, A. Army Values 5. Respect on the OER. This documentation may include administering appropriate administrative, disciplinary, or legal action(s) to correct behavior.

(2) Unsubstantiated Complaints

a. An unsubstantiated complaint is one for which the preponderance of evidence (that is, the greater weight of evidence) does not support or verify that the alleged unlawful discrimination or an EO violation occurred.

3. Although the processing of EO complaints through the Unit chain of command is strongly encouraged, it will not serve as the only channel available to Soldiers for complaint resolution. Should a complainant feel uncomfortable in filing a complaint with his/her chain of command, or should the complaint be against a member of that chain of command, several alternate agencies exist through which an EO complaint may be filed. The following are alternate agencies:

a. The next higher echelon chain of command

b. Inspector General (IG)

c. Chaplain

d. Provost Marshall

e. Medical agency personnel

f. Staff Judge Advocate (SJA)

h. Chief, Community Housing Referral and Relocation Service Office (CHRRS). The CHRRS or post Housing Office handle EO complaints concerning military Dependents in on-post housing area, or complaints against off-post landlords.

i. IAW AR 600-20, Appendix C, para C-1(2)

a. Commanders will not preclude Soldiers from using these channels in IAW the procedures inherent/established by the above agencies.

VI. DEOMI Organizational Climate Survey (DEOCS)

1. DEOCSs are mandatory for all Commanders. Commanders are required to conduct a DEOCS within 60 days of their assumption of command date, and then again annually thereafter. NTC, 916th, Operations Group and 11th ACR EOAs are the only ones authorized to request the survey from The Defense Equal Opportunity Management Institute (DEOMI) and assist in the analysis of the results. After completion of the DEOCS/CCS, each commander has 30 days to provide feedback to his/her Soldiers and next higher Commander after the results have been analyzed. Besides the annual or change of command requirements, commanders may request a DEOCS at any time. The Commander, who ordered the survey, is required to share the results with his/her higher echelon(s) in the chain of command.

2. The DEOCS consists of 56 standard questions. The standard questions capture the shared perceptions of an organization's members to measure the climate factors associated four primary areas: Military Equal Opportunity, Civilian Equal Employment Opportunity, Organizational Effectiveness, Fair Treatment, Sexual Harassment & Sexual Assault Prevention and Response factors. In addition to the standard questions, commanders may select up to 10 Locally Developed Questions and up to 5 Short Answer Questions. The automated DEOCS also provides a complete analysis of that unit's command climate.

3. Additional Unit Assessment Tools. DEOCS's are not meant to be, "fire and forget." They provide a broad, general overview of the current command climate. The next three unit assessment

functions can help refine any additions the commander may have- Focus Groups/Personal Interviews, Observations, and Records and Report Review.

(a) Focus Groups (sensing sessions). Focus groups are used to further clarify issues identified in the command climate survey. They generally take up to 90 minutes

(b) Observations. Observations are an informal assessment tool. Observations are something leaders should do every day. For the purpose of assessing the EO climate, the observer is looking for indications of a hostile environment such as, inappropriate pictures posted in common areas, or racist/sexist graffiti in restroom stalls or other common areas. Also, the observer is looking for behavior from unit members that indicate either a good or poor EO climate.

(c) Records and Report Review. Many times perceptions of discrimination can be substantiated or unsubstantiated just by a review of records and reports that document unit awards, reenlistments, and UCMJ distribution. Awards, reenlistments, and UCMJ distribution should be compared in relation to the demographics of the unit. For Example, if Company "A" has an Asia populations of 10%. 10% of Company A's awards should go to Asian service members. *Caveat:* Just because the demographic is underrepresented in awards and reenlistments, or over represented in UCMJ, does not automatically prove racial or gender discrimination. If there is an imbalance in the distribution of awards, reenlistments and UCMJ, the commander should try to uncover the root cause of the imbalance.

VII. Annual Equal Opportunity Training and Record-Keeping Requirements

1. Annual EO Training and record-keeping requirements for unit EO program are based on the following areas:

a. Training. Units must maintain the following documents in the unit training files for a period of two years.

(1) Unit training schedule, shows when EO training is scheduled, conducted, and that EO Program, EO Complaint process and treatment of persons "Hazing and Bullying" training was conducted.

(2) Sign-in/Attendance rosters, and 162's to validate annual training was completed by all.

(3) NTC EO training Memorandum of Record (MFR) containing name (s) of instructor(s), topic, date, time, and length of session, number of Soldiers trained and the percentage of assigned Soldiers and number represents.

b. EO Complaints. EO complaints can either be Informal or Formal. Completed 15-6 investigations from Formal complaints will be maintained by the NTC, 916th, Ops Group and the 11ACR EOAs for two years. Any supporting documents for Informal complaints will be maintained by the Unit EOLs and EOAs for two years.

c. All DEOCS will be maintained for 2 years. Requirements are within 60 days of command and annually for all Commanders, there is no more requirement for 6 month company level surveys.

VIII. Unit EO Bulletin Board and EO Book

1. Every Unit is required to have a bulletin board dedicated to the EO Program separate from all other Unit boards. Responsibility for maintaining the EO board rests on Unit EOL. It is important that the board is placed in a high traffic area and the information is current.

2. Required Items for EO Board:

a. Policy Letters. The EO Board will display the published EO Policy Letters from the Unit and the EO Policy letter from the next two levels up. The required Policy Letters include: EO Program Policy, Open Door Policy, Treatment of Persons Policy, and the EO Complaints Procedures.

b. EOA's and EOL's contact information will be displayed with their DA Photos.

c. EO Complaint Process Chart.

d. Ethnic observances, cultural events, special announcements, etc.

3. EO Continuity Book. Primary EOLs will maintain a binder with all EO reference material and unit training information.

IX. Staff Assistance Visit (SAV)

1. IAW AR 600-20, para 6-3 (24). The NTC, 11th ACR, 916th, and OPS GRP EOAs will conduct annual SAVs on their respective Units. The purpose of these visit is to look at the Unit's EO program and assist the Unit EOLs and Commanders in maintaining and improving their EO program.

2. In addition to SAVs, the NTC, 916th, OPS GRP and 11ACR EOAs are always available to support commanders with any questions or concerns regarding the program.

X. Techniques to Respond to Discriminatory or Offensive Behavior

1. Even good Units will occasionally deal with discriminatory or offensive behavior in its ranks. If these offensive behaviors occur, the following techniques may be used, by the complainant, in response to the discriminatory behavior:

a. Direct approach. Confront the offender and tell him/her that the behavior is not appreciated, not welcomed, and that it must stop. Write down thoughts before approaching the individuals involved. Use proper Military courtesies.

b. Indirect approach. Send letter/email to the offender stating the facts and personal feelings about the inappropriate behavior and the expected resolution.

c. Third party approach. The third party approach consists of the complainant requesting assistance from another person. The third party can talk to the offender on the complainant's behalf, or the third party can accompany the complainant when confronting the offender.

d. Chain of Command. Report the behavior to the immediate supervisor or others in the chain of command and ask for assistance in resolving the issue.

XI. Ethnic Observances

1. The EO special/ethnic observances, events, and activities are designed to enhance cross-cultural and cross-gender awareness and promote harmony, pride, teamwork, and esprit de corps among military members, their families, and the civilian work force. These observances are conducted to recognize the continuous achievements of all Americans to American culture and to increase awareness, mutual respect, and understanding. The focus of a special observance should be on encouraging interaction, not just recognition.

2. Activities will be designated and scheduled annually by the NTC EO/EEO offices in accordance with the NTC Rotational Calendar to allow for maximum attendance by all Soldiers and civilians within the command. Commanders will ensure that all personnel desiring to participate in these observances are given a reasonable opportunity to do so. Commanders or their designated

representatives will submit recommendations for guest speakers and entertainment to the EO/EEO office 120 days prior to the scheduled event date. If the unit does not provide the information within 120 days of the event the EO/EEO offices will coordinate for speakers and entertainment on behalf of the NTC. The EO/EEO office will also assist commanders in providing names and recommendations for speakers and entertainment, along with PAO recommendations to Commanders as desired.

XI. Additional EO Areas

This section will deal with five additional potential sources of interpersonal or organizational conflict: The Army language Policy, Accommodating Religious Practices, Relationships between Soldiers of Different Grade, Treatment of Persons (Hazing and Bullying), and the On-Line Conduct of Members of the Army.

1. Army Language Policy: AR 600-20, para 4-13

a. English is the operational language of the Army. Soldiers must maintain sufficient proficiency in English to perform their military duties. Their operational communications must be understood by everyone who has official need to know their content, and, therefore, normally be in English. However, commanders may not require Soldiers to use English unless such use is clearly necessary and proper for the performance of military functions. Accordingly, commanders may not require the use of English for personal communications that are unrelated to military functions.

2. Accommodating religious practices: AR 600-20, para 5-6

a. The Army will approve requests for accommodation of religious practices unless the accommodation will have an adverse impact on the unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health. As used in this SOP, these factors will be referred to individually and collectively as "military necessity". All requests for accommodation of religious practices will be assessed on a case-by-case basis. The unit chaplain is an individual resource that can help when tensions exist between mission accomplishment and religious accommodations.

3. Relationships between Soldiers of different grade: AR 600-20, para 4-14

a. The term "officer" used in this paragraph includes both commissioned and WOs unless otherwise stated. The term "noncommissioned officer" (NCO) refers to a Soldier in the grade of corporal to command sergeant major/sergeant major. The term "junior enlisted Soldier" refers to a Soldier in the grade of private to specialist. This policy is effective immediately, except where noted below, and applies to opposite-gender relationships and same-gender relationships.

b. Soldiers of different grades must be cognizant that their interactions do not create an actual or clearly predictable perception of undue familiarity between an officer and an enlisted Soldier, or between an NCO and a junior-enlisted Soldier. All relationships between Soldiers of different grade are prohibited if they:

(1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.

(2) Cause actual or perceived partiality or unfairness.

(3) Involve, or appear to involve, the improper use of grade or position for personal gain.

(4) Are, or are perceived to be, exploitive or coercive in nature.

(5) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

c. Prohibited relationships between officers and enlisted Soldiers, or NCOs and junior enlisted Soldiers includes (but are not limited to):

(1) Ongoing business relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers. The prohibition does not apply to landlord/tenant relationships or to one-time transactions such as the sale of an automobile or house, but does apply to borrowing or lending money, commercial solicitation, and any other type of on-going financial or business relationship.

(2) Dating, shared living accommodations other than those directed by operational requirements, and intimate or sexual relationships (except for marriage). In the case of marriage between officers and enlisted personnel, their marriage does not preclude appropriate command action based on prior fraternization.

(3) Gambling between officers and enlisted personnel, or NCOs and junior enlisted Soldiers.

d. All military personnel share the responsibility for maintaining professional relationships. However, in any relationship between Soldiers different grade and rank, the senior member is generally in the best position to terminate or limit the extent of the relationship. Nevertheless, all members may be held accountable for relationships that violate this SOP.

e. Commanders should seek to prevent inappropriate relationships through proper training and personal leadership. Commanders have a wide range of responses available should inappropriate relationships occur. These responses may include counseling, reprimand, order to cease, reassignment, or adverse action. Potential adverse action may include official reprimand, adverse evaluation report(s), nonjudicial punishment, separation, and bar to reenlistment, promotion denial, demotion, and court martial. Commanders must carefully consider all the facts and circumstances in reaching a disposition that is warranted, appropriate, and fair.

4. Treatment of Persons: AR 600-20, para 4-19 and NTC Policy letter # 6

a. Hazing- Any conduct whereby a Service member or members regardless of service, rank, or position, and without proper authority, recklessly or intentionally causes a Service member to suffer or be exposed to any activity that is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Soliciting or coercing another to participate in any such activity is also considered hazing. Hazing need not involve physical contact among or between military members or employees; it can be verbal or psychological in nature. Likewise, it need not be committed in the physical presence of the victim; it may be accomplished through written or phone messages, text messages, email, social media, or any other virtual or electronic medium. Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator. Without outside intervention, hazing conduct typically stops at an identified end-point.

b. Bullying- Any conduct whereby a Service member or members, regardless of service, rank, or position, intends to exclude or reject another Service member through cruel, abusive, humiliating, oppressive, demeaning, or harmful behavior, which results in diminishing the other Service member's dignity, position, or status. Absent outside intervention, bullying will typically continue without any identifiable end-point. Bullying may include an abuse of authority. Bullying tactics include, but are not limited to, making threats, spreading rumors, social isolation, and attacking someone physically, verbally, or through the use of electronic media.

c. Hazing typically involves conduct directed at new members of an organization or individuals who have recently achieved a career milestone. It may result from any form of initiation, "rite of passage" or congratulatory act that includes unauthorized conduct such as:

(1) Physically striking another while intending to cause, or causing, the infliction of pain or other physical marks such as bruises, swelling, broken bones, internal injuries.

(2) Piercing another's skin in any manner.

(3) Forcing or requiring the consumption of excessive amount of food, alcohol, drugs, or other substances.

(4) Encouraging another to engage in illegal, harmful, demeaning or unauthorized dangerous acts.

d. Bullying often, but not always, takes the form of excessive corrective measures that, like hazing, involve the infliction of physical or psychological pain and go beyond what is required for authorized corrective training.

c. When authorized by the chain of command and/or operationally required, the following activities do not constitute hazing or bullying:

(1) The physical and mental hardships associated with operations or operation training.

(2) Lawful punishment imposed pursuant to the UCMJ.

(3) Administrative corrective measures, including verbal reprimands and command-authorized physical exercises.

(4) Extra military instruction or corrective training that is a valid exercise of military authority needed to correct a Soldier's deficient performance.

(5) Physical training (PT) and remedial PT.

(6) Other similar activities that are authorized by the chain of command.

5. SA, CSA and SMA Tri-Signed "On-line Conduct of Members of the Army":

1. Members of the Army Family-Soldiers and Civilians-are expected to uphold the Army Values, on and off duty-at the motor pool, office, or gym; at home; and in combat.

2. We are all figures of public trust and our conduct must be exemplary. Standing shoulder-to- shoulder with fellow Soldiers from reception stations through basic training, AIT, and combat deployments builds trust that is forever weakened or erased when a fellow Soldier is victimized by disparaging and degrading comments made in person or posted on social media. The assumption of anonymity on social media is false. Active participation and passive tolerance of online misconduct are equally destructive to the foundational trust essential to our ability to decisively fight and win the Nation's wars.

3. Commanders and leaders will reinforce a positive command climate free of misconduct, or the appearance of condoning misconduct. We expect Soldiers and Civilians to adhere to AR 600-20, Army Command Policy, and the Army's Online Conduct Policy, which together state that harassment, bullying, hazing, stalking, discrimination, retaliation, or any other type of misconduct are contrary to Army Values.

4. We expect leaders and influencers from the squad level up to talk about and demonstrate what respect looks like at work, at home, and online. Make it clear that behavior and actions that are not consistent with our Army Values will not be tolerated in America's premier fighting force. Members of the Army Team should employ "Think, Type, Post" when engaging on social media sites. "Think" about the message being communicated and who could potentially view it now and for years to come; "Type" a communication that is consistent with Army Values; and "Post" only those messages that demonstrate dignity and respect for self and other

6. Fort Irwin and NTC's EOA is the point of contact at 760-380-4963.



DAVID A. LESPERANCE
Brigadier General, USA
Commanding

