



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 3d CAVALRY REGIMENT  
BUILDING 9001 LEGENDS WAY  
FORT HOOD, TEXAS 76544-5060



AFZC-RCO

*1 OCTOBER 2022*

MEMORANDUM FOR RECORD

SUBJECT: Policy Letter #4 - Military Equal Opportunity (MEO) Program and Complaint Procedures

1. References:

- a. Army Regulation (AR) 600-20, Army Command Policy, 24 July 2020.
- b. Commanding General's Policy Letter, III Corps and Fort Hood, subject: Military Equal Opportunity (MEO) Program and Complaint Procedures, January 2021 (all additional references therein are incorporated into this policy).
- c. 1st Cavalry Division Policy on Military Equal Opportunity (MEO) Complaint Procedures and Resolution of Complaints

2. This policy applies to all Soldiers and cadets assigned or attached to the 3d Cavalry Regiment and their Family members. 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).

3. Commanders will establish a MEO program and complaint procedure policy.

4. Policy.

a. I am fully committed to the Army MEO Program and direct 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 (including gender identity and pregnancy), or sexual orientation, and provide an environment free of unlawful discrimination, prejudice, verbal abuse, insensitivity, offensive behavior, and thoughtlessness. It also includes the use of disparaging terms which contribute to a hostile work environment. The 3d Cavalry Regiment MEO program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, performance, and potential in support of readiness. Commanders at all levels are responsible for sustaining a positive MEO climate within their units.

b. Every commander and supervisor will set the appropriate example and will take necessary action to create and sustain an effective MEO program by eliminating 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.

c. Commanders 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 his/her personnel and to encourage personnel to resolve issues at the lowest level by utilizing their chain of command. If a person feels discriminated against based on race, color, religion, national origin, gender (including gender identity and pregnancy), or sexual orientation, he or she should not hesitate to report the issue in accordance with Chapter 6, AR 600-20, to the chain of command, the Inspector General (IG), Equal Opportunity Advisor (MEOA), Regimental Judge Advocate (RJA), Chaplain, or the Provost Marshal (PMO).

d. Commanders at all levels will support the Army Heritage Month activities annually, during the month of June, consistent with the Army's strategic communications plan. They will also allow maximum attendance by all Soldiers, Family members, and DA Civilians within their command.

5. Complaint Procedures. Each complainant will have access to the IG, EOA, RJA, Chaplain, and the PMO. Any person or a representative filing his/her complaint, anonymous, formal, or informal, will be protected from reprisal or retaliation. No Soldier or employee may take or threaten to take unfavorable personnel action or withhold a favorable personnel action in reprisal against any person. 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.

a. 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 days when practical.

b. A formal complaint is any complaint that a Soldier or Family member files in writing using Department of Army Form 7279, Equal Opportunity 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. Formal complaints will be processed pursuant to AR 600-20, Chapter 6

c. IAW AR 600-20 para. 6-6b(1), an anonymous complaint may be handled as either an informal or formal complaint. The commander will be identified as the complainant on the DA Form 7279 and the complainant remains unidentified. The Installation 24/7 MEO and Harassment Hotline may also be utilized and is managed and answered by MEO professionals only: (254) 291-5717.

6. Training. All commands, in coordination with the Regimental MEO Office, will conduct mandatory MEO training required by AR 600-20. This training will be planned,

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supported, and conducted quarterly and as necessary for new personnel. Commands will retain a record of this training.


a. All boards at echelon, including practice and actual, must include two questions related to the MEO program, scenarios, or responsibilities, and one question based on the Army ethic and/or Army Values.

b. All Spur Rides, EIB, ESB, and similar events will include one graded lane based upon SHARP, Military Equal Opportunity, and/or the Army ethic.

7. Personnel. Squadrons, Troops, and Battery Commanders, in coordination with the Regimental MEO Office, will ensure they appoint, train, and support MEO personnel consistent with AR 600-20.

8. The point of contact for this memorandum is the Regimental Equal Opportunity Advisor, SFC Brian Foreman, at 254-319-3279 or [brian.w.foreman.mil@mail.mil](mailto:brian.w.foreman.mil@mail.mil).

9. This memorandum supersedes Command Policy letter 4, dated 6 January 2020. This policy will remain in effect until superseded or rescinded.

  
KEVIN D. BRADLEY  
COL, AR  
Commanding

