



DEPARTMENT OF THE ARMY  
U.S. ARMY MANUEVER SUPPORT CENTER OF EXCELLENCE  
14000 MSCOE LOOP SUITE 316  
FORT LEONARD WOOD MISSOURI 65473-8300

ATZT-CG (600-20a2)

30 JUL 2025

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy 3, Military Equal Opportunity (MEO) and Complaint Procedures

1. REFERENCES:

- a. Army Regulation 600-20 (Army Command Policy), 6 February 2025.
  - b. TRADOC Policy Letter 6, Military Equal Opportunity (MEO) and Treatment of Persons, 7 May 2025.
2. This policy established MEO guidance and standards along with complaint procedures for the Maneuver Support Center of Excellence (MSCoE), Fort Leonard Wood (FLW), and applies to all personnel assigned to operational control and all tenant organizations.
3. I support and am committed to the concepts, policies, and objectives of the Army's EO Program and consider their adherence in today's Army of vital importance in the ever-changing Nation we serve. I expect all MSCoE leaders to ensure a workplace for our Soldiers, Civilians and Family members that is free from harassment and unlawful discrimination on the basis of race, color, religion, national origin, sex (to include pregnancy), or sexual orientation. This includes, but is not limited to, text messages, email, internet domains, social media, blogs, and any other virtual or electronic medium. I hold all leaders responsible for ensuring all Service members, their Families and DA Civilians, living or working on the installation are treated with dignity and respect. Commanders, leaders, and supervisors should encourage Soldiers to first use their chain of command to resolve their concerns and complaints. In the event a Soldier or Family member wishes to file an EO complaint, procedures, for doing so are attached (Encl 1).
4. The Army is a values-based organization where everyone is expected to do what is right by treating all people with dignity and respect. Hazing, bullying, and other behaviors that undermine dignity and respect are fundamentally in opposition to our values and are prohibited. This command is committed to preventing and eliminating hazing, bullying and any other forms of harassment and will not tolerate violations of this policy on or off post. Commanders and directors at all levels are responsible for eliminating these behaviors within their organization. The Army Harassment Prevention and Response Program definitions are attached (Encl 2).

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a. Victims of hazing, bullying or discriminatory harassment, or behaviors that fail to treat others with dignity and respect are encouraged to report incidents to their chain of command, unit Equal Opportunity Leaders or Equal Opportunity Advisors. Reported incidents of hazing, bullying, discriminatory harassment or behaviors that fail to treat others with dignity and respect may be investigated in accordance with the procedures set forth in AR 15-6.

b. Commanders, leaders, and supervisors should encourage Soldiers to use their chain of command if they have been the subject of unlawful discrimination or harassment. Leadership will ensure that anyone who files or seeks to file an MEO complaint is protected from acts or threats of reprisal or retaliation. The MSCoE MEO team is always available for assistance. The MEO Office will refer all civilian cases to the EEO office for processing when applicable.

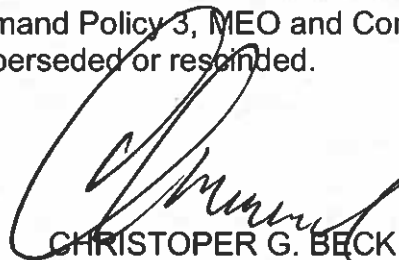
5. Inter-Service complaint procedures. In the event of a complaint involving inter-service personnel, the complaint will be processed under the complaint procedures of the alleged offender's branch of service.

6. The MEO and Harassment 24 Hour Hotline is a local hotline which provides 24/7 information on MEO and Harassment policies and procedures on how and where to file complaints. The hotline is an additional avenue for Soldiers to anonymously report incidents of MEO and Harassment. The local hotline number is (573) 528-0056 and will be maintained at the installation level.

7. This policy letter supersedes Command Policy 3, MEO and Complaint Procedures, 19 May 2023 and is effective until superseded or rescinded.

2 Encls

1. Complaint Procedures
2. Definitions

  
CHRISTOPHER G. BECK  
Major General, USA  
Commanding

**DISTRUBUTION:**

All Schools, Brigades, Battalions,  
Companies, Detachments, Tenant Units  
Directorates, General and Personal Staff Offices

## MSCoE Procedures for Processing EO Complaints

1. An informal EO complaint is a complaint that a Soldier or Soldier's Family member does not wish to file in writing. Informal EO complaints can be resolved directly by the individual with the help of another unit member, the Equal Opportunity Leader (EOL), commander, or other individuals in the complainant's chain of command. Unlike a formal EO complaint, informal EO complaints are not subject to a set timeline.

2. Formal EO complaints are EO complaints filed in writing. They are sworn to by the complainant as to the accuracy of the information. Formal EO complaints are filed with the organization or unit's Equal Opportunity Advisor. Formal EO complaints follow specific procedures, are subject to regulatory timelines, and must include documentation of the actions taken. An individual files a formal EO complaint using a DA Form 7279 (Equal Opportunity and Harassment Complaint Form).

3. Should a Soldier or Family member wish to initiate a formal EO complaint, they have 60-calendar days from the date of the alleged incident to file the formal complaint. This time limit is established to allow for a prompt inquiry or investigation that ensures reasonable availability of witnesses, accurate recollection of specific events, and preservation of evidence relevant to the complaint and allegations. If a formal complaint is received more than 60-calendar days after the alleged incident, the commander may, at his or her discretion, still conduct an investigation into the allegations or appoint an investigating officer. In deciding whether to conduct an investigation, the commander should consider the reason for the delay, the availability of witnesses, and whether a full and fair inquiry or investigation can still be conducted.

4. Should the complainant feel uncomfortable in filing an EO complaint with his or her unit chain of command, or should the complaint be against a member of that chain of command, a number of alternative agencies exist that may assist in resolving the potential complainant's concerns. Each of the agencies listed below provide expertise in very specific subject areas that may alleviate the need for initiating a formal EO complaint. Commanders will not preclude Soldiers from using other options in accordance with the procedures inherent to or established by each agency. Other Army resources available to a Soldier or their Family member are:

- Someone in a higher echelon of the complainant's chain of command
- The Office of the Inspector General
- The Office of the Provost Marshal
- The Office of the Staff Judge Advocate
- The command or installation chaplain
- Medical agency personnel
- Chief, Community Housing Referral and Relocation Services Office

5. As a reminder, Soldiers who knowingly submit a false EO complaint (a complaint containing information or allegations that the complainant knew to be false) may face adverse administrative action or be punished under the Uniform code of Military Justice (UCMJ), or both.



## Army Harassment Prevention Response Program Definitions

1. Harassment is a broad term that takes many forms, and it is imperative that all MSCOE personnel can identify them in order to eliminate them from our formation. Though not a comprehensive list, some types of harassment include: hazing, bullying, discriminatory, and online.

a. Hazing. "A form of harassment that includes conduct through which Soldiers or DA Civilian employees (who haze Soldiers), without a proper military authority or other governmental purpose but with a nexus to military service, physically or psychologically injures or creates a risk of physical or psychological injury to Soldiers for the purpose of: initiation into, admission into, affiliation with, change in status or position within, or a condition for continued membership in any military or DA Civilian organization. Hazing can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person." AR 600-20 (Army Command Policy) 4-16a (1).

(1) Some examples of hazing include: initiation or congratulatory acts involving striking, beating, paddling, burning, pressing an object into another person's skin (pinning) regardless of whether it pierces the skin, oral or written berating of another with the intent to humiliate, playing abusive or malicious tricks, excessive physical exercises (when performed without proper military authority or government purpose), or forcing another person to consume food, alcohol, drugs or other substances.

(2) Soliciting, coercing, or knowingly permitting another to participate, solicit or coerce such conduct, may be considered hazing. Soldiers will be held responsible for an act of hazing even if there was actual or implied consent from the victim, without regard to the Service, rank, status, or position of the victim. AR 600-20, 4-16a (1) (b).

b. Bullying. "A form of harassment that includes acts of aggression by Soldiers or DA Civilian employees, with a nexus to military service, with the intent of harming a Soldier either physically or psychologically, without proper military authority or other governmental purpose. Bullying is the exposure of an individual or group to physical and/or emotional aggression with the intent to cause distress or harm. Bullying may involve the singling out of an individual from his or her coworkers, or unit, for ridicule because he or she is considered different or weak. It often is indirect or subtle in nature and involves an imbalance of power between the aggressor and the victim. Bullying can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person." AR 600-20, 4-16a (2).

(1) Some examples of bullying include but are not limited to: physically striking another person, teasing, mocking, threats of violence, social exclusion, isolating, oral or written berating with intent to humiliate, and degrading or damaging another's property or reputation.

(2) Soliciting, coercing, or knowingly permitting another to participate, solicit or coerce such conduct, may be considered bullying. Soldiers will be held responsible for an act of bullying even if there was actual or implied consent from the victim, without regard to the Service, rank status, or position of the victim. AR 600-20, 4-16a (2) (b).

c. Discriminatory harassment is unwelcome conduct based on race, color, religion, sex, national origin, or sexual orientation.

d. Misconduct may or may not meet the definitions above for hazing or bullying yet may violate the dignity and respect of others. In accordance with the reference, these acts are categorized as "other acts of misconduct." AR 600-20, 4-16a (4).

e. Online misconduct. The use of electronic communication to inflict harm. Electronic communication is 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. Examples of online misconduct include, but are not limited to: hazing, bullying, harassment, discriminatory harassment, stalking, retaliation, or any other types of misconduct that undermines dignity and respect. When using electronic communication devices, Army personnel should apply "Think, Type, and Post": "Think" about the message being communicated and who could potentially view it; "Type" a communication that is consistent with Army values; and "Post" only those messages that demonstrate dignity and respect for self and others. AR 600-20, 4-16a (5).

2. The imposition of necessary or proper duties and the requirement of their performance does not violate this policy even though the duties may be arduous, hazardous, or both. Harassment does not include properly directed command activities that serve a legitimate purpose, or the requisite training activities required to prepare for such activities. When authorized by the chain of command and or operationally required, the following activities do not constitute hazing or bullying: physical and mental hardships associated with operations or operational training, lawful punishment imposed pursuant to the Uniform Code of Military Justice, administrative corrective measures, including verbal reprimands and command-authorized physical exercises, extra military instruction or corrective training that is a valid exercise of military authority intended to correct a Soldier's deficient performance, physical training (PT) and remedial PT. AR 600-20, 4-16a (6).