



DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND
2221 ADAMS AVENUE
FORT LEE VIRGINIA 23801-2102

CASCOM POLICY #16-01

ATCL-CG

22 FEB 2016

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Combined Arms Support Command Equal Opportunity Policy

1. References:

- a. Army Regulation 600-20 (Army Command Policy), 6 November 2014.
- b. Army Directive 2013-29 (Army Command Climate Assessments).

2. This policy applies to all military and civilian personnel assigned or attached to the Combined Arms Support Command (CASCOM). Diversity in today's Army is reflective of the changing Nation we serve. The Equal Opportunity (EO) program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness. I support and I am committed to the concepts, policies and objectives of the Army's EO Program based on fairness, justice, and equity. I expect all CASCOM leaders to ensure a workplace for our Service Members, their Families, and Department of the Army (DA) Civilians, that is free from discrimination and harassment based on race, color, national origin, gender, religion and sexual orientation.

3. I am strongly committed to ensuring discrimination does not exist in our policies, practices, or actions and expect no less than complete support by all within CASCOM. Successful mission accomplishment is dependent upon an environment where diversity is respected, policies and procedures are transparent, inclusion is practiced, and all team members are treated with dignity and respect. Everyone will be treated fairly with dignity and respect, therefore, no one assigned or attached to CASCOM will be subjected to unlawful discrimination, unfair treatment, or harassment of any nature.

4. Commanders, leaders, and supervisors should encourage Service Members to first use their chain of command to resolve their concerns and complaints. In the event a Service Member or Family member wishes to file an EO complaint, procedures for doing so are attached as an enclosure. Leadership will ensure that anyone seeking to file an EO complaint is protected from acts or threats of reprisal or retaliation.

5. Equal Opportunity training is centered on a comprehensive education program in CASCOM. All Service Members and DA Civilians assigned or attached to CASCOM and Fort Lee will complete EO or Equal Employment Opportunity (EEO) training as applicable.

ATCL-CG

SUBJECT: Combined Arms Support Command Equal Opportunity Policy

6. Commanders at company level or higher will conduct command climate assessments IAW Army Directive 2013-29. Command climate assessment results will be briefed to higher command and a copy of the report will be maintained on file at the Fort Lee Installation EO Office. Commanders will develop an EO action plan and provide timely feedback to their command that addresses climate strengths and weaknesses.

7. Commanders will encourage members of the military community to contribute and participate in the planning, implementation and conduct of Ethnic Observances. These observances are intended to educate and enhance cross-cultural awareness among all Service Members, their Families, and DA Civilians.

8. CASCOM is equally committed to fostering an environment of EEO to the many civilian and contracted employees in support of the command's mission. Each General Schedule (GS) and contracted employee will be treated fairly with dignity and with the utmost respect. While the chain of command is still the preferred method for resolving any EEO issues, GS employees' will have adequate opportunities to communicate any issues to their respective servicing installation EEO office. Contracted employees are also encouraged to utilize their chain of command with alleviating any EEO issues. If EEO issues are not addressed adequately by the chain of command, contracted employees are encouraged to make use of their respective servicing Project Managers for assistance.

9. GS employees can contact the EEO office at Fort Lee at (804) 734-6835/6669 and at Fort Jackson at (803) 751-4935/5443, if further assistance is required.

10. The POC for this Policy Letter is the Installation Equal Opportunity Office at (804) 734-6601.

2 Encls:

1. Army Directive 2013-29,
Command Climate Assessment
2. CASCOM Procedures for Processing
Equal Opportunity Complaints


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SUBJECT: Combined Arms Support Command Equal Opportunity Policy

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Enclosure 1. ARMY COMMAND CLIMATE ASSESSMENTS
IMPLEMENTATION GUIDANCE FOR COMMANDERS AND EQUAL
OPPORTUNITY (EO) PRACTITIONERS

1. Requirements by Level:

Command Level	Frequency (Days)	Requirements
Company or equivalent	Active Army: 30/180/365/annual Reserve component: 120/365/annual	<ol style="list-style-type: none"> 1. Inform command personnel of the upcoming assessment (see paragraphs 2h and 3a). 2. Survey (DEOCS) for entire company (minus command team). 3. Use other assessment tools (see paragraph 2c). 4. Prepare command climate assessment summary and action plan. 5. Brief to commander/supervisor at next higher level (no later than 30 days after completion of survey). 6. EO practitioner enters data into Equal Opportunity Reporting System (EORS).
Battalion or equivalent	Active Army: 60/365/annual Reserve component: 120/365/annual	<ol style="list-style-type: none"> 1. Inform command personnel of the upcoming assessment (see paragraphs 2h and 3a). 2. Survey (DEOCS) for battalion staff element and company command teams. 3. Data Retrieval System (DRS) rollup of subordinate company survey responses and comparison of historical data. 4. Use other assessment tools (see paragraph 2c). 5. Prepare command climate assessment summary and action plan. 6. Brief to commander/supervisor at next higher level (no later than 30 days after completion of survey). 7. EO practitioner enters data into EORS. 8. Monitor compliance of subordinate commands.
Brigade or equivalent	Active Army: 60/365/annual Reserve component: 120/365/annual	<ol style="list-style-type: none"> 1. Inform command personnel of the upcoming assessment (see paragraphs 2h and 3a). 2. Survey (DEOCS) for brigade staff element and subordinate command teams one level below. 3. DRS rollup of subordinate unit (battalions and company) survey responses and comparison of historical data. 4. Use other assessment tools (see paragraph 2c). 5. Prepare command climate assessment summary and action plan. 6. Brief to commander/supervisor at next higher level (no later than 30 days after completion of survey). 7. EO practitioner enters data into EORS. 8. Monitor compliance of subordinate commands.

Command Level	Frequency (Days)	Requirements
Division or above	Active Army: 60/365/annual Reserve component: 120/365/annual	<ol style="list-style-type: none"> 1. Inform command personnel of the upcoming assessment (see paragraphs 2h and 3a). 2. Survey (DEOCS) for headquarters staff element and subordinate command teams one level below. 3. DRS rollup of subordinate unit (brigade, battalions and company) survey responses and comparison of historical data. 4. Use other assessment tools (see paragraph 2c). 5. Prepare command climate assessment summary and action plan. 6. Brief to commander/supervisor at next higher level (no later than 30 days after completion of survey). 7. EO practitioner enters data into EORS. 8. Monitor compliance of subordinate commands.
Other noncommand organizations	As desired/optional	As desired

2. Explanation of Terms

a. **Survey.** Surveys give commanders insight into unit perceptions and serve as the starting point for assessing the overall climate of the command. They are an important tool because they provide for standardization and anonymity. When administering surveys, commanders will use the Defense Equal Opportunity Management Institute's Organizational Climate Survey (DEOCS) and Data Retrieval System (DRS).

b. **DRS Rollup.** The rollup and survey trend data will provide subordinate commands' with survey results from the preceding 6- to 12-month period without requiring the administration of duplicate surveys to their subordinate commands. EO practitioners will coordinate with the Defense Equal Opportunity Management Institute to obtain these reports.

c. **Other Assessment Tools.** DEOCS is only one component of a command climate assessment. Commanders will consider using other tools to provide depth and clarity on concerns raised in survey results. Other tools include interviews, focus groups, staff assistance visits or trend analysis. Commanders should consult their EO practitioner to determine the best methods for their command.

d. **Command Climate Survey Executive Summary and Command Climate Assessment Action Plan.** After the survey closes, the commander and EO practitioner will analyze the survey results. Survey responses will be systematically collated and analyzed, and used to create an executive summary of the data. The executive summary must include significant findings, organizational strengths and areas of concerns. The action plan describes the commander's planned corrective actions. The requesting commander must brief the next higher level commander on the results of

the command climate assessment, including the action plan, no later than 30 days after completion of the assessment.

e. Sample Size. All unit members will be afforded the opportunity to participate in the command climate surveys. The surveyed audience must include a sufficient number of participants to preserve anonymity, obtain a genuine representation of the unit and provide the commander/leader with actionable information (see paragraph 3 for information about the minimum number of participants).

f. Response Rate. The DEOCS will produce results for any unit that achieves at least 16 responses; however, results under 30 percent may not provide an accurate picture of the unit's climate. Units should strive for 50-percent participation or better. EO practitioners can give commanders the response rate and extend the survey window to allow for increased participation if needed.

g. EO Practitioners. EO practitioners include EO program managers, EO sergeants major and EO advisors who serve as the brigade-and-above-level commanders' special staff officers for organizational effectiveness. EO practitioners request and administer the DEOCS, administer other assessment tools and prepare assessment analysis for commanders. Unit EO leaders are not EO practitioners, but may assist in the administration of the DEOCS.

h. Civilians. Participation in command climate surveys and assessments is optional for Department of the Army Civilians. Management must ensure that all applicable collective bargaining obligations are fulfilled before initiating a command climate survey or assessment covering bargaining unit employees.

3. Guidance for EO Practitioners

a. Anonymity. The intent of the command climate survey is to provide anonymous feedback to the commander on the organization's climate and culture. Personnel administering the survey and/or collecting data should make sure procedures are in place to protect anonymity of respondents and the confidentiality of the results. The DEOCS is designed to protect respondent anonymity. Unit results will not be broken out by demographic group (such as race, gender or rank) if a subgroup (for example, male or female) has fewer than five respondents. However, the answers provided to free response questions may reveal the respondent's identity. Therefore Soldiers and Civilians must be notified of exceptions to anonymity before the survey is administered. They must also be notified if their verbatim comments will be provided to their commander, chain of command or others. Specifically, respondent statements about being a threat to themselves or others, and comments involving criminal and operationally sensitive information may be released and, if necessary, reported to the proper authorities. Any allegations or reports of sexual assault must be immediately reported to U.S. Army Criminal Investigative Command.

b. Tracking Assessments and Monitoring Compliance. EO practitioners must track change-of-command, DEOCS administration, and command climate assessment summaries and action plans in EORS. To help the commander develop his/her action plan, EO advisors will discuss assessment results with the commander. EO program managers will monitor subordinate units' compliance with this directive for the commanders of Army Commands, Army Service Component Commands and Direct Reporting Units.

c. Collaboration. To the extent privacy laws and regulations and confidentiality requirements allow, commanders and EO practitioners are encouraged to collaborate with other offices that are an integral part of the organization's climate. These offices include, but are not limited to, the Staff Judge Advocate, Equal Employment Opportunity, Inspector General, Army Community Services, Family Advocacy, Behavioral Health, Chaplain, Public Affairs, Criminal Investigation Division, Provost Marshal, and Sexual Harassment/Assault Response and Prevention and Army Substance Abuse Programs.

Enclosure 2. CASCOM Procedures for Processing EO Complaints

1. The EO complaint system provides a process for Soldiers and their Family members to seek relief from perceived unlawful discrimination or unfair treatment on the basis of race, color, religion, gender, and national origin. Prior to pursuing an EO complaint efforts should be made to solve the alleged problem at the lowest possible level within an organization.

2. 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, the 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.

3. 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 Complaint Form).

4. 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.

5. Although the processing of EO complaints through the unit chain of command is strongly encouraged, it will not serve as the only resource available to Soldiers to resolve complaints. Should the complainant feel uncomfortable filing an EO complaint with his/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:

- a. Someone in a higher echelon of the complainant's chain of command.
- b. Inspector general.

- c. Provost marshal.
 - d. Staff judge advocate.
 - e. Chaplain.
 - f. Medical agency personnel.
 - g. Chief, Community Housing Referral and Relocation Services Office.
6. Soldiers who knowingly submit a false EO complaint (a complaint containing information or allegations that the complainant knew to be false) may be punished under the Uniform Code of Military Justice.