



DEPARTMENT OF THE ARMY
HEADQUARTERS, JOINT MULTINATIONAL READINESS CENTER
UNIT 28216
APO AE 09173

REPLY TO
ATTENTION OF:

AETT-OG-CO

9 September 2011

MEMORANDUM FOR All JMRC and Hohenfels Soldiers and Civilians

SUBJECT: Commander's Policy Letter #3a - Equal Opportunity (EO)

1. I am fully committed to the Department of Defense and United States Army Equal Opportunity Program. This program must be an integral part of all organizations as it impacts our every mission and overall readiness. Equal Opportunity has my unwavering attention.
2. We will each treat our Soldiers, Department of the Army civilians, and family members equally without regard to race, color, religion, gender, or national origin in order to ensure fair treatment of all personnel based solely on merit, fitness, capability, and potential. Accordingly, discrimination or harassment of any type is inexcusable and counter to the values that we uphold. We will treat each other in the way we ourselves expect to be treated - with dignity and respect.
3. Equal Opportunity is a combat multiplier and a key to good leadership. The commander is the EO Officer for every organization. Command support of good EO practices positively influences the command climate and each member's stake in the organization. Leaders will ensure that EO training occurs and be directly involved in and present at training. Training teaches new skills and helps to change attitudes and foster appropriate behavior.
4. The chain of command is the primary channel for correction of discriminatory practices, whether real or perceived, and for the communication of EO issues. Commanders will ensure that members of their command are fully aware of procedures for obtaining redress of complaints, including those against the chain of command without fear of reprisal, coercion, or intimidation.

Train to Win!

JEFFREY R. MARTINDALE
COL, IN
Commanding

- This policy memorandum supersedes all previous policy letters and memoranda pertaining to the stated subject.