



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 #3b - Equal Opportunity (EO) Complaint Procedures

1. All Soldiers and family members have the right to present an Equal Opportunity complaint to the command without fear of intimidation, reprisal, or harassment. All complaints will be handled in a professional and timely manner.
2. While not required, I encourage individuals to attempt to resolve a complaint by first informing the alleged offender of the offensive behavior. Attempts should always be made to solve the problem at the lowest possible level within an organization.
3. Alternate dispute resolution methods such as mediation, arbitration or facilitation may be employed to resolve conflict when it does occur. These alternate methods do not supercede an individual's right to file a formal complaint, as they are only intended to make complaint resolution more flexible and responsive for the complainant.
4. I strongly encourage that EO complaints be processed through the chain of command. However, other channels are available to resolve complaints. Soldiers and civilians may make EO complaints to someone at a higher level in their chain of command, to their Equal Opportunity Advisor, or to the Inspector General, Chaplain, Provost Marshal, medical agency personnel, Staff Judge Advocate, or Chief of Community Housing Referral and Relocation Services. Commanders will not prevent any Soldier from using these other channels. Any commander or agency receiving an EO complaint will immediately contact their unit EO Advisor for assistance and guidance.

Train to Win!

JEFFREY R. MARTINDALE  
COL, IN  
Commanding

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