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**A10**

Army Regulation 600-20

Personnel-General

# Army Command Policy

Headquarters  
Department of the Army  
Washington, DC  
13 May 2002

**UNCLASSIFIED**



# ***SUMMARY of CHANGE***

AR 600-20  
Army Command Policy

This revision dated 13 May 2002-

- o Clarifies the marriage stipulation (para 4-14c(2)(a)).
  - o AR 600-20 revision dated 15 July 1999 provides-
  - o Policy guidance on relief for cause (para 2-17).
  - o Policy guidance on extremist organizations and activities (para 4-12).
  - o Policy guidance on relationships between soldiers of different rank (para 4-14).
  - o Policy on other prohibited relationships (para 4-15).
  - o Policy guidance on employment and volunteer work of a spouse (para 4-18).
  - o Policy guidance on homosexual conduct (para 4-19).
  - o Policy guidance on hazing (para 4-20).
  - o Policy guidance on informal funds (para 4-21).
  - o Additional policy guidance on political activities (para 5-3).
  - o Additional policy guidance concerning Family Care Plans (para 5-5).
  - o Revised policy guidance concerning Accommodation of Religious Practices (para 5-6).
  - o Additional policy guidance concerning on-post distribution of non-government printed materials (para 5-9).
  - o Additional policy guidance on the Army Equal Opportunity Program (chap 6).
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Effective 13 June 2002

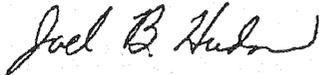
Personnel-General

Army Command Policy

By Order of the Secretary of the Army:

ERIC K. SHINSEKI  
General, United States Army  
Chief of Staff

Official:



JOEL B. HUDSON  
Administrative Assistant to the  
Secretary of the Army

**History.** This printing publishes a revision of AR 600-20. Revised portions are listed in the summary of change.

**Summary.** This regulation prescribes policy on basic responsibilities of command, military discipline and conduct, and enlisted aspects of command. It defines the responsibilities of noncommissioned officers and provides guidance on and responsibilities for Family Care Plans, accommodation of religious practices, relationship between soldiers of different ranks, and the Army Equal Opportunity (EO) Program. It implements Department of Defense DOD Directives, 1300.17, 1325.6, 1342.19, 1344.10, 1350.2, 1354.1, 1400.33, and DOD Instruction 5120.4.

**Applicability.** This regulation applies to

the Active Army (AA), the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), as modified by National Guard Regulations 600-21, 600-100, 600-101, and 600-200, and the U.S. Army Reserve (USAR). Unless specifically addressed by conflicting contractual or statutory and regulatory standards or policies, this regulation also applies to Department of the Army Civilian employees. This regulation is applicable during full mobilization. Portions of this regulation which prescribe specific conduct are punitive and violations of these provisions may subject offenders to nonjudicial or judicial action under the Uniform Code of Military Justice (UCMJ). The equal opportunity terms found in the glossary are applicable only to uniformed personnel. AR 690-600 contains similar terms which are applicable to DA civilians.

**Proponent and exception authority.**

The proponent of this regulation is the Deputy Chief of Staff, G-1 (DCS, G-1). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The proponent may delegate this authority in writing to an individual within the proponent agency who holds the grade of colonel or above.

**Army management control process.**

This regulation does not contain management control provisions.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (DAPE-HR-L), WASH DC 20310-0300. Supplementation of chapters 6 and 7 are permitted at major Army command level. A draft copy of each supplement must be provided to HQDA (DAPE-HR-L), WASH DC 20310-0300, for approval before publication.

**Suggested Improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAPE-HR-L), WASH DC 20310-0300.

**Distribution.** Distribution of this publication is made in accordance with Initial Distribution Number (IDN) 092389 intended for command levels A, B, C, D, and E for the Active Army, the Army National Guard, and the U.S. Army Reserve.

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\* This regulation supersedes AR 600-20 dated 15 July 1999.

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## Chapter 1 Introduction

### 1-1. Purpose

This regulation prescribes the policies and responsibilities of command, which include military discipline and conduct, and the Army Equal Opportunity Program.

### 1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

### 1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are listed in the glossary.

### 1-4. Responsibilities

The detailed responsibilities are listed and described in separate chapters under specific programs and command functions. This paragraph outlines those general responsibilities.

a. The Deputy Chief of Staff, G-1 (DCS, G-1) will formulate, manage, and evaluate command policies, plans, and programs that relate to:

(1) Chain of command (para 2-1); designation of junior in the same grade to command (para 2-7); and assumption of command by the senior when the commander dies, is disabled, resigns, retires, or is absent (para 2-8).

(2) Extremist organizations and activities (para 4-12), relationships between soldiers of different rank (para 4-14), other prohibited relationships (4-15), and homosexual conduct policy (para 4-19).

(3) Political activities (para 5-3), Family Care Plans (para 5-5), and accommodation of religious practices (para 5-6).

(4) The Army Equal Opportunity (EO) Program (paras 6-2 and 6-18)

b. The officials listed below have responsibilities for specific groups of personnel concerning awareness of the Army's accommodation of religious practices policies. Every enlisted soldier (including reenlistment), cadet, warrant officer, and commissioned officer applicant needs to be informed of the Army's accommodation of religious practices policies under this regulation (para 5-6).

(1) The Judge Advocate General. All judge advocate officer accessions.

(2) The Chief of Chaplains. All chaplain officer accessions. This principal HQDA official will also formulate and disseminate education and training programs regarding religious traditions and practices within the U.S. Army.

(3) The Superintendent, U. S. Military Academy. All U.S. Military Academy cadet applicants.

(4) The CG, U.S. Army Training and Doctrine Command (TRADOC). All Reserve Officer Training Corps cadets and all officer and warrant officer candidates.

(5) The CG, U.S. Army Recruiting Command (USAREC). All enlisted and AMEDD officer accessions.

c. Commanders at all levels will implement and enforce the chain of command and Army command policies.

### 1-5. Command

a. *Privilege to command.* Command is exercised by virtue of office and the special assignment of members of the United States Armed Forces holding military grade who are eligible to exercise command. A commander is therefore a commissioned or warrant officer who, by virtue of grade and assignment, exercises primary command authority over a military organization or prescribed territorial area that under pertinent official directives is recognized as "command." The privilege to command is not limited solely by branch of Service except as indicated in chapter 2. A civilian, other than the President as Commander-in Chief (or National Command Authority), may not exercise command. However, a civilian may be designated to exercise general supervision over an Army installation or activity under the command of a military superior.

b. *Elements of command.* The key elements of command are authority and responsibility. Formal authority for command is derived from the policies, procedures, and precedents presented in chapters 1 through 3.

c. *Characteristics of command leadership.* The commander is responsible for establishing leadership climate of the unit and developing disciplined and cohesive units. This sets the parameters within which command will be exercised and, therefore, sets the tone for social and duty relationships within the command. Commanders are also responsible for the professional development of their soldiers. To this end, they encourage self-study, professional development, and continued growth of their subordinates' military careers.

(1) Commanders and other leaders committed to the professional Army ethic promote a positive environment. If leaders show loyalty to their soldiers, the Army, and the Nation, they earn the loyalty of their soldiers. If leaders consider their soldiers' needs and care for their well-being, and if they demonstrate genuine concern, these leaders build a positive command climate.

(2) Duty is obedient and disciplined performance. Soldiers with a sense of duty accomplish tasks given them, seize opportunities for self-improvement, and accept responsibility from their superiors. Soldiers, leader and led alike, work together to accomplish the mission rather than feed their self-interest.

(3) Integrity is a way of life. Demonstrated integrity is the basis for dependable, consistent information, decision-making, and delegation of authority.

(4) Professionally competent leaders will develop respect for their authority by-

(a) Striving to develop, maintain, and use the full range of human potential in their organization. This potential is a critical factor in ensuring that the organization is capable of accomplishing its mission.

(b) Giving troops constructive information on the need for and purpose of military discipline. Articles in the UCMJ which require explanation will be presented in such a way to ensure that soldiers are fully aware of the controls and obligations imposed on them by virtue of their military service. (See Art 137, UCMJ.)

(c) Properly training their soldiers and ensuring that both soldiers and equipment are in the proper state of readiness at all times. Commanders should assess the command climate periodically to analyze the human dimension of combat readiness. Soldiers must be committed to accomplishing the mission through the unit cohesion developed as a result of a healthy leadership climate established by the command. Leaders at all levels promote the individual readiness of their soldiers by developing competence and confidence in their subordinates. In addition to being mentally, physically, tactically, and technically competent, soldiers must have confidence in themselves, their equipment, their peers, and their leaders. A leadership climate in which all soldiers are treated with fairness, justice, and equity will be crucial to development of this confidence within soldiers. Commanders are responsible for developing disciplined and cohesive units sustained at the highest readiness level possible.

d. *Assignment and command.* Soldiers are assigned to stations or units where their services are required. The commanding officer then assigns appropriate duties. Without orders from proper authority, a soldier may only assume command when eligible according to chapter 2.

### 1-6. Military grade and rank

a. Military rank among officers of the same grade or of equivalent grade is determined by comparing dates of rank. An officer whose date of rank is earlier than the date of rank of another officer of the same or equivalent grade is senior to that officer. Grade and precedence of rank confers eligibility to exercise command or authority in the United States military within limits prescribed by law. (10 USC 741)

b. Grade is generally held by virtue of office or position in the Army. For example, second lieutenant (2LT), captain (CPT), sergeant first class (SFC), chief warrant officer two (CW2) are grades. Table 1-1 shows the grades in the Army in order of their precedence. It indicates the grouping of grades into classes, pay grades, titles of address, and abbreviations.

c. The pay grade is also an abbreviated numerical device with useful applications in pay management, personnel accounting, automated data organization, and other administrative fields. However, the numerical pay grade will not be used as a form of address or title in place of the proper title of address of grade. A soldier holding the numerical pay grade of E-5 will be addressed as Sergeant, not as "E-5." (See table 1-1.)

d. All chaplains are addressed as "Chaplain," regardless of military grade or professional title. When a chaplain is addressed in writing, grade is indicated in parentheses; for example, Chaplain (Major) John F. Doe.

e. Conferring honorary titles of military grade upon civilians is prohibited. However, honorary titles already conferred will not be withdrawn.

Table 1-1  
Grades of rank, U.S. Army

General Officers	
Grade of rank: General of the Army Pay grade: Special Title of address: General Abbreviation: GA (See footnote 1)	Grade of rank: Major General Pay grade: O-8 Title of address: General Abbreviation: MG
Grade of rank: General Pay grade: O-10 Title of address: General Abbreviation: GEN	Grade of rank: Brigadier General Pay grade: O-7 Title of address: General Abbreviation: BG
Grade of rank: Lieutenant General Pay grade: O-9 Title of address: General Abbreviation: LTG	
Field Grade Officers	

**Table 1-1**  
**Grades of rank, U.S. Army—Continued**

**Grade of rank:** Colonel  
**Pay grade:** O-6  
**Title of address:** Colonel  
**Abbreviation:** COL

**Grade of rank:** Major  
**Pay grade:** O4  
**Title of address:** Major  
**Abbreviation:** MAJ

**Grade of rank:** Lieutenant Colonel  
**Pay grade:** O-5  
**Title of address:** Colonel  
**Abbreviation:** LTC

**Company Grade Officers**

**Grade of rank:** Captain  
**Pay grade:** O-3  
**Title of address:** Captain  
**Abbreviation:** CPT

**Grade of rank:** Second Lieutenant  
**Pay grade:** O-1  
**Title of address:** Lieutenant  
**Abbreviation:** 2LT

**Grade of rank:** First Lieutenant  
**Pay grade:** O-2  
**Title of address:** Lieutenant  
**Abbreviation:** 1LT

**Warrant Officers**

**Grade of rank:** Chief Warrant Officer, Five  
**Pay grade:** W-5  
**Title of address:** Mister (Mrs./Miss/Ms.)  
**Abbreviation:** CW5

**Grade of rank:** Chief Warrant Officer, Three  
**Pay grade:** W-3  
**Title of address:** Mister (Mrs./Miss/Ms.)  
**Abbreviation:** CW3

**Grade of rank:** Chief Warrant Officer, Four  
**Pay grade:** W-4  
**Title of address:** Mister (Mrs./Miss/Ms.)  
**Abbreviation:** CW4

**Grade of rank:** Chief Warrant Officer, Two  
**Pay grade:** W-2  
**Title of address:** Mister (Mrs./Miss/Ms.)  
**Abbreviation:** CW2

**Grade of rank:** Warrant Officer, One  
**Pay grade:** W-1  
**Title of address:** Mister (Mrs./Miss/Ms.)  
**Abbreviation:** WO1

**Cadets**

**Grade of rank:** Cadet, U.S. Military Academy  
**Pay grade:** Special  
**Title of address:** Mister/Miss/Ms./Cadet  
**Abbreviation:** CDT

**Grade of rank:** Cadet, Senior Advanced ROTC  
**Pay grade:** Special  
**Title of address:** Mister/Miss/Ms./Cadet  
**Abbreviation:** CDT

**Candidates**

**Grade of rank:** Officer Candidate  
**Pay grade:** Special  
**Title of address:** Candidate  
**Abbreviation:** OC

**Grade of rank:** Warrant Officer Candidate  
**Pay grade:** Special  
**Title of address:** Candidate  
**Abbreviation:** WOC

**Enlisted**

**Grade or rank:** Sergeant Major of the Army  
**Pay grade:** E-9  
**Title of address:** Sergeant Major  
**Abbreviation:** SMA

**Grade of rank:** Staff Sergeant  
**Pay grade:** E-6  
**Title of address:** Sergeant  
**Abbreviation:** SSG

**Grade of rank:** Command Sergeant Major (See footnote 2)  
**Pay grade:** E-9  
**Title of address:** Sergeant Major  
**Abbreviation:** CSM

**Grade of rank:** Sergeant  
**Pay grade:** E-5  
**Title of address:** Sergeant  
**Abbreviation:** SGT

**Table 1-1**  
**Grades of rank, U.S. Army—Continued**

Grade of rank: Sergeant Major (See footnote 3) Pay grade: E-9 Title of address: Sergeant Major Abbreviation: SGM	Grade of rank: Specialist (See footnote 4) Pay grade: E-4 Title of address: Specialist Abbreviation: SP4 (See footnote 5)
Grade of rank: First Sergeant Pay grade: E-8 Title of address: First Sergeant Abbreviation: 1SG	Grade of rank: Private First class Pay grade: E-3 Title of address: Private Abbreviation: PFC
Grade of rank: Master Sergeant Pay grade: E-8 Title of address: Sergeant Abbreviation: MSG	Grade of rank: Private Pay grade: E-2 Title of address: Private Abbreviation: PV2
Grade of rank: Sergeant First class Pay grade: E-7 Title of address: Sergeant Abbreviation: SFC	Grade of rank: Private Pay grade: E-1 Title of address: Private Abbreviation: PV1
Grade of rank: Corporal Pay grade: E-4 Title of address: Corporal Abbreviation: CPL	

Notes:

- <sup>1</sup> Other abbreviations authorized for use in correspondence with the general public and agencies outside DOD, on identification (ID) cards, and in personal correspondence are listed in AR 25-50 and AR 310-50.
- <sup>2</sup> Personnel formally selected by DA for participation in the Command Sergeants Major Program
- <sup>3</sup> All E9s not formally selected for the Command Sergeants Major Program.
- <sup>4</sup> Specialist will rank immediately below corporal. This does not require or justify change to Table of Organization and Equipment (TOE) or Table of Distribution and Allowances (TDA).
- <sup>5</sup> Specialist and its abbreviation (SPC) will be used in written correspondence. All standard Installation/Division Personnel System (SIDPERS) transactions must be coded and entered using the preset code (SP4) until SIDPERS III is fielded.

**1-7. Precedence between soldiers and other Service members serving with the Army**

Members of other Services serving with the Army have equal status with Army soldiers of equivalent grade. (Comparable grades among the Services are shown in table 1-2.)

**Table 1-2**  
**Comparable rank among the Services**

Army	Air Force	Marine Corps	Navy
<b>Officers</b>			
General of the Army	General of the Air Force		Fleet Admiral
General	General	General	Admiral
Lieutenant General	Lieutenant General	Lieutenant General	Vice Admiral
Major General	Major General	Major General	Rear Admiral (U)
Brigadier General	Brigadier General	Brigadier General	Rear Admiral (L)
Colonel	Colonel	Colonel	Captain
Lieutenant Colonel	Lieutenant Colonel	Lieutenant Colonel	Commander
Major	Major	Major	Lieutenant Commander
Captain	Captain	Captain	Lieutenant
First Lieutenant	First Lieutenant	First Lieutenant	Lieutenant (Junior Grade)
Second Lieutenant	Second Lieutenant	Second Lieutenant	Ensign
Chief Warrant Office Four	Chief Warrant Officer Four	Chief Warrant Officer Four	Chief Warrant Officer
Chief Warrant Office Three	Chief Warrant Officer Three	Chief Warrant Officer Three	Chief Warrant Officer
Chief Warrant Office Two	Chief Warrant Officer Two	Chief Warrant Officer Two	Chief Warrant Officer

(5) Violations of this policy provide a basis for disciplinary action under UCMJ in addition to appropriate administrative sanctions.

*d. Permitted activities.*

(1) This regulation will not limit the rights of soldiers to-

(a) Belong to lawful organizations other than military labor organizations.

(b) Present complaints through established military channels.

(c) Seek or receive information or counseling from authorized sources.

(d) Be represented by authorized counsel in any legal or quasi-legal proceeding, according to applicable laws and regulations.

(e) Petition the Congress for redress of grievances.

(f) Take other administrative action for administrative or judicial relief as is authorized by applicable laws and regulations.

(2) This regulation does not prevent eligible DA civilian employees from belonging to labor unions.

*e. Making determinations.*

(1) To determine if an organization is a military labor organization and if it is in violation of this regulation, the following will be evaluated-

(a) Its history and operation.

(b) Its constitution and bylaws.

(c) The evidence gathered for any suspected prohibited act.

(2) To determine if a person belongs to a military labor organization and if he or she is in violation of this regulation, the following will be evaluated-

(a) His or her history and conduct.

(b) The evidence gathered for any suspected prohibited act.

(3) To determine if a person acted for a military labor organization when he or she committed a prohibited act, the following will be considered-

(a) The frequency of such acts.

(b) The position of the person in the organization.

(c) If the acts were known and condemned or disavowed by the organization's leadership.

*f. Gathering information.* Personnel gathering information about persons and organizations to make the determinations required by this chapter must strictly comply with AR 380-13. Counterintelligence or security investigation personnel may not gather such information. The organization itself should be considered the primary source of information.

## **5-8. Complaints or accusations against military personnel**

*a. Guidelines for implementation.* The policies outlined in this paragraph are intended to provide broad and general guidance. The Inspector General Action Request System (which differs in procedure from that found in this para) is governed by AR 20-1. Accusations of a criminal nature are reported and investigated according to AR 195-1. Complaints by soldiers and family members of discrimination based upon race, color, religion, national origin, and gender (including sexual harassment) follow the procedures set forth in Chapters 6 and 7 of this regulation. Complaints of wrongdoing made by soldiers against their commander pursuant to Article 138, UCMJ, should be prepared, submitted, and resolved following the guidance in AR 27-10, chapter 20. Complaints or accusations that fall within the Military Whistleblower Protection Act (10 U.S.C. 1034) are addressed in DODD 7050.6 and AR 20-1.

*b. Command responsibilities.* When commanders are apprised of complaints or accusations against military personnel, they will be expected to inquire into the matter and attempt a resolution. When a written complaint or accusation is received against military personnel, commanding officers of units or installations will take action as noted below. All complaints will be acknowledged and/or documented in writing.

(1) Complaints forwarded from higher headquarters.

(a) When final action on a complaint received from higher headquarters for investigation and a report of findings is completed, the complaint will be returned to that headquarters. It will be accompanied by the report of investigation. Unless a higher headquarters reserved decision on the disposition of the complaint or accusation pending receipt of investigation, the case will be disposed of at the lowest level having authority consistent with the gravity of the case. When higher headquarters has reserved the right to approve disposition of the case, the report of investigation will be returned and final action withheld pending disposition instructions. Higher headquarters normally will reserve the right of final disposition only in cases involving complex issues or cases the commander desires in the interest of justice to ensure uniform handling throughout the command.

(b) Complaints received after a soldier is transferred will be forwarded to the soldier's gaining organization. The headquarters sending the complaint will be advised of the results of the commander's investigation.

(2) Complaints received by units or installations.

(a) When warranted, the complaint will be investigated. Proper action will be taken as noted in b(1) above.

(b) If the commander believes the complaint does not warrant an investigation, the statement "does not warrant investigation" will be recorded on the complaint, followed by the initials of the commander or an officer designated by the commander. The complainant will be advised a decision was made that further action on the complaint is not warranted. Such complaints will be maintained and disposed of per AR 25-400-2.

(3) Complaints concerning retired personnel. Complaints or accusations against retired personnel not on active duty should be referred to the servicing Staff Judge Advocate for appropriate action.

*c. Disciplinary or adverse action.* Commanders and supervisors are prohibited from initiating any type of disciplinary or adverse action against any soldier or civilian employee because the individual registered a complaint-

(1) With an inspector general (including inspectors general of DOD, the other Services, or other Federal agencies).

(2) With a member of the person's chain of command or supervisor.

(3) With an Equal Opportunity Office.

(4) And/or cooperated with an official Government investigation of a complaint.

*d. False statements.* Knowingly false statements made by a complainant or a witness are excepted from the prohibition in c above. Persons who make such knowingly false statements are potentially subject to court-martial or other disciplinary measures (soldiers), to prosecution by civil authorities (civilians and civilian employees) or to disciplinary action under the Federal Personnel Manual (civilian employees).

*e. Unfavorable information.* Unfavorable information concerning a soldier will not be filed in his or her record except as provided in AR 600-37, chapter 3.

### 5-9. On-post distribution of nongovernment printed materials

*a. Access to news and publications.* The maintenance of loyalty, discipline, and morale among soldiers is essential if the Army is to provide a reliable and effective military force responsive to the national security missions assigned pursuant to lawful authority. At the same time, soldiers are generally entitled to free access to news and publications.

*b. Policy.* Installation commanders will encourage and promote the availability of books, periodicals, and other printed media which present a wide range of viewpoints on public issues to soldiers. Such media should include those emphasizing the standards of loyalty, patriotism and discipline which are common to the Armed Forces. However, installation commanders will not, except as provided in this paragraph and in AR 360-81, take action to control or restrict dissemination, even if these publications are believed to be in poor taste or unfairly critical of Government policies or officials. The installation commander will be guided by the principle that, except in cases in which a publication constitutes a clear danger to military loyalty, discipline, or morale, or specifically violates the law or regulatory authority, military personnel are entitled to the same free access to publications as are other citizens.

*c. Distribution outlets.* An installation commander may impose a requirement that distribution of printed media may not be made except through regularly established and approved distribution outlets, unless prior approval is obtained from the commander or authorized representative. AR 210-7, AR 210-10, and AR 360-81 provide further explanation and guidance. The installation commander may, without informing higher headquarters, or Department of the Army in advance, take appropriate action to prevent the distribution of non-DOD commercial publications by persons who have not obtained the required approval or have not complied with this regulation, AR 210-7, AR 210-10, and AR 360-81. Except when the publication in question is published primarily for advertising or promotional purposes, a denial of a request for distribution will be reported as required in paragraph d below.

*d. Restrictions on dissemination.* If it appears that a publication presents a clear danger to the loyalty, discipline, or morale of soldiers, the installation commander may, without prior approval of higher headquarters, delay distribution on property subject to his/her control. The commander will consider whether the act of restriction will in itself result in the publication in question achieving notoriety and increased circulation to military personnel through off-post sources.

(1) The commander's directive to delay distribution will be in writing.

(2) Concurrently with imposing a delay authorized above, the installation commander will inform, by telephone, the next major commander and HQDA (SAPA), WASH DC 20310.

(3) When a delay in dissemination of a publication through either official or unofficial outlets is imposed by the commander, he or she will, within 5 working days thereafter-

(a) Review the publication in question.

(b) Prepare a written recommendation to HQDA which provides the basic facts for the determination that distribution of the subject publication would present a clear danger to the loyalty, discipline, or morale of the soldiers on his or her installation.

(c) Send recommendation, together with a copy of the subject publication, to HQDA (SAPA) WASH DC 20310. Appropriate information copies should also be provided to intermediate headquarters.

(4) Reports required in (2) and (3) above are "exempt reports" under AR 335-15.

(5) The delay in distribution will remain in force until a determination to approve or disapprove the request is made by HQDA.

*e. Distribution of commercial publications.* On-post distribution of commercial publications will be restricted as defined in AR 360-81. All commercial publications distributed free of charge will not carry any advertisement which implies discrimination with regard to the race, religion, color, gender, or national origin of the purchaser, user or

d. The chain of command shall ensure complainants are protected from reprisal or retaliation for filing equal opportunity complaints. Should soldiers be threatened with such an act, or should an act of reprisal occur, they must report these circumstances to the DoD Inspector General. If the allegation of reprisal is made known to any agency authorized in this regulation to receive complaints, the agency should refer the complaint to the DoD Inspector General. It is strongly encouraged to simultaneously report such threats or acts of reprisal to the appropriate chain of command. The DoD IG Hotline number is 1(800) 424-9098 or DSN 664-8799, and may be used to report threats or acts of reprisal. Personnel calling from outside the continental United States may dial (703) 604-8569; or, mail a letter to Department Of Defense Inspector General, ATTN: Defense Hotline, 1900 Defense Pentagon, Washington, DC 20301-1900.

## Chapter 6 Equal Opportunity Program In The Army

### 6-1. Purpose

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. EO philosophy is based on fairness, justice, and equity. Commanders are responsible for sustaining a positive EO climate within their units. Specifically, the goals of the EO program are to-

- a. Provide EO for military personnel, and family members, both on and off post and within the limits of the laws of localities, states, and host nations.
- b. Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America's Army.
- c. Additionally, in many circumstances, DA civilians may use the Equal Employment Opportunity complaint system. AR 690-600 provides further guidance.

### 6-2. Responsibilities

- a. The Deputy Deputy Chief of Staff, G-1. The DCS, G-1 will-
  - (1) Be responsible for Army-wide policies, doctrine, plans, and initiatives pertaining to the Army EO Program.
  - (2) Be responsible for overall evaluation and assessment of the Army's EO Program.
  - (3) Write, coordinate, maintain, and implement the Headquarters, Department of the Army (HQDA) Affirmative Action Plan (AAP).
  - (4) Establish selection criteria, in coordination with the CG, U.S. Total Army Personnel Command (PERSCOM), for Army personnel to attend the Defense Equal Opportunity Management Institute (DEOMI).
  - (5) Coordinate, in conjunction with the CG, PERSCOM, EO training seat allocations at DEOMI.
  - (6) Coordinate the distribution of training seats at DEOMI between the Active Army and the U.S. Army Reserve (USAR).
  - (7) Include Equal Opportunity Advisor (EOA) staffing requirements in authorization documents.
  - (8) Establish and maintain a sexual harassment and sexual abuse assistance line to assist victims of harassment or abuse with information which will allow them to report the harassment or abuse to their local authorities and/or seek emotional counseling from local resources. Army Assistance Line number is 1-800-267-9964.
- b. Chief, National Guard Bureau (CNGB), and Chief, U.S. Army Reserve (CAR). The CNGB and CAR will-
  - (1) Develop, monitor, and evaluate the implementation of EO policies and programs in their components.
  - (2) Establish requisite staff positions in their offices and make resources available to adequately carry out EO Program requirements.
  - (3) Select Army National Guard and Reserve personnel to attend the DEOMI.
  - (4) Develop information management and reporting requirements to determine the progress made toward affirmative action goals.
  - (5) Establish EO training for units and professional military education courses consistent with HQDA policy and command needs.
- c. Commanding General, U.S. Army Forces Command (CG, FORSCOM). The CG, FORSCOM, will-
  - (1) Supervise and evaluate the unit EO training program conducted by the numbered armies in continental United States (CONUS).
  - (2) Coordinate, on a continuing basis with the Office of the Chief, Army Reserve (OCAR), to conduct EO seminars for USAR general officers assigned to Army Reserve Commands/General Officer Commands (RSCs/GOCOMs) and for key military and civilian staff assigned to those commands.
  - (3) Assess and evaluate USAR EO programs.
- d. Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC). The CG, TRADOC, will-

- (1) Develop EO training doctrine and training materials. Coordinate development with HQDA.
- (2) Develop EO instruction and associated training materials for use in the accession/initial-entry-training base, in professional military education courses throughout the Army and in units. Training will be interactive, small group oriented and testable.
- (3) Conduct required EO education and training in TRADOC Service schools and training centers.
- (4) Evaluate the effectiveness of training conducted in TRADOC Service schools and training centers.
- (5) Provide assistance and instructional materials to schools not under the jurisdiction of TRADOC. These schools include, but are not limited to The Judge Advocate General's School, Army Medical Department Center and School, Inspector General Course, and U.S. Army War College.
- (6) Develop the program of instruction and evaluate the conduct of the Army Service Specific Training (ASST) for Army personnel attending the resident and reserve training courses at DEOMI.
- (7) Develop EO correspondence courses available to all Army personnel.
- (8) Establish the Soldier Support Institute (SSI) as the proponent for EO training.
  - e. *Commanders of Major Army Commands (MACOM)*. These commanders will-
    - (1) Monitor the execution of the EO Program in all commands, installations, agencies, and activities (to include Army Reserve and Army National Guard units when activated) under their jurisdiction.
    - (2) Schedule EO training for units consistent with HQDA policy and command needs.
    - (3) Provide support, as appropriate, for EO matters in all host and tenant support agreements.
    - (4) Ensure EOAs deploy with assigned units.
    - (5) Ensure military and civilian EO/EEO programs complement each other.
    - (6) Provide personnel, funding, and other resources to carry out the EO Program. Funding may be used for the continuous education of command EOAs, local training for equal opportunity representatives (EORs), staff assistance visits (SAVs) by headquarters personnel, and ethnic observances/special commemorations for the entire installation's personnel.
    - (7) Ensure installations maintain EO assistance lines to provide advice and information on unlawful discrimination and sexual harassment. These assistance lines shall provide procedural information on the filing of EO complaints and clarify what constitutes acts of sexual harassment. Complaints shall not be received over the telephone. Personnel with complaints must file them in person. The assistance line shall also provide information on the complaint appeals process to include access to higher levels of authority if resolution cannot be accomplished at the installation level. The assistance line may also be used to provide information to leaders on the procedures to follow in handling sexual harassment complaints. Personnel serving as assistance line operators must be well trained in Army policies and procedures for processing EO complaints.
    - (8) Submit Quarterly Narrative and Statistical Report (QNSR) IAW procedures outlined in para 6-16.
  - f. *Commanding General, U.S. Total Army Personnel Command (CG, PERSCOM)*. The CG, PERSCOM, will-
    - (1) Maintain statistical data concerning racial/ethnic designation category (REDCAT) and gender for the management of personnel systems and affirmative action initiatives.
    - (2) Determine the need for training seats at DEOMI for the Annual Structure Manning and Decision Review (SMRD) for the Program Objective Memorandum (POM) years.
    - (3) Program personnel, in coordination with HQDA, ODCS, G-1, ATTN: DAPE-HR-L, to attend DEOMI.
    - (4) Control DEOMI military student training allocations for the Army.
    - (5) Assign active duty military personnel to meet Army EOA requirements.
    - (6) Demographically align EOAs with population of the U.S. Army as a whole.
  - g. *Commanders at all levels*. Commanders at all levels are the EO officers for their commands. All commanders will-
    - (1) Be personally responsible and accountable for the EO climate within their units.
    - (2) Develop and implement EO programs for their organizations that enhance unit cohesion, esprit, and morale.
    - (3) Upon receipt of a DA Form 7279-R (Equal Opportunity Complaint Form), the Commander will, within 72 hours, provide a description of the allegations through command channels to their general court-martial convening authority. DA Form 7279 will be locally reproduced on 8 1/2 by 11-inch paper. A copy for reproduction purposes is located at the back of this regulation. DA Form 7279-R will also be available on the USAPA web site and the Army Electronic Library (AEL) CD-ROM
    - (4) Identify unlawful discriminatory practices affecting military personnel and family members, initiate corrective actions, and provide follow-up and feedback throughout problem resolution.
    - (5) Promote EO and interpersonal harmony for all military personnel and family members.
    - (6) Assign EOAs to their personal or coordinating staff as prescribed in paragraph 6-4, below. The EOAs must attend staff meetings and be included in unit training exercises and deployments in order to accomplish their EO mission.
    - (7) The commander will be in the EOA rating scheme.

(8) Conduct EO training on a continuing basis for all assigned and attached personnel. Training must be consistent with this regulation, MACOM directives, and local guidance.

(9) Monitor and assess the execution of EO programs and policies at all levels within their areas of responsibility.

(10) Involve public affairs personnel at every level of command in planning and publicizing EO programs and initiatives.

(11) Publish and post separate, written command policy statements for EO, the prevention of sexual harassment, and equal opportunity complaint procedures. All statements will be consistent with Army policy. Statements must include an overview of the command's commitment to the EO program and reaffirm that unlawful discrimination and sexual harassment will not be practiced, condoned, or tolerated. The policy statements will explain how and where to file complaints. Additionally, the statements shall include complainant's protection from acts or threats of reprisal. These statements are required for each MACOM, installation, separate unit, agency, and activity down to company/troop/battery or equivalent level. For more information on sexual harassment policy statements, see para 7-2b.

(12) Company level commanders will conduct a unit climate assessment within 90 days (180 days for USAR units) of assuming command and annually thereafter. Administration of the Command Climate Survey must be a part of the assessment for battery/company commanders. Information on conducting this assessment may be found in appendix F. Commanders should supplement any survey efforts with individual and group interviews, the analysis of unit records and statistical information (awards, promotions, reenlistment, incidents of misconduct resulting in punishment under the Uniform Code of Military Justice (UCMJ)), and with complaint reports. This assessment will provide a baseline for the commanders to develop action plans and implement program initiatives.

(13) Encourage soldiers to use their chain of command to address issues.

(14) Take appropriate action to prevent incidents of intimidation, harassment, or reprisal against individuals who file an EO complaint.

(15) Take appropriate action against those who violate Army policy.

(16) Monitor the demographics of the Equal Opportunity Representatives (EORs) in their command to ensure it reflects that of the unit as a whole.

(17) Report all EO training at the quarterly training brief.

*h. EOA Responsibilities.* The actual duties of EOAs, relative emphasis, and time allotted to each duty vary according to type of unit or level of command, unit composition, and location. EOAs are agents for cultural change and act as the eyes and ears for the commander. EOAs will not be assigned further duties that may create a conflict of interest. Equal Opportunity Advisors will -

(1) Understand and articulate Department of Defense (DOD) and Army policies concerning equal opportunity.

(2) Assist the commander in implementing a Consideration of Others Program.

(3) Recognize and assess indicators of institutional and individual discrimination in organizations.

(4) Recognize sexual harassment in both overt and subtle forms.

(5) Recommend appropriate remedies to eliminate and prevent unlawful discrimination and sexual harassment.

(6) Continuously assess the command climate through formal surveys, interviews and accessibility to the unit.

(7) Collect, organize, and interpret demographic data concerning all aspects of EO climate assessment.

(8) Assist commanders in assessing, planning, implementing and evaluating the EO program.

(9) Prepare input for the Quarterly Narrative Statistical Review (QNSR), which supports the Army's Military Equal Opportunity Assessment (MEOA).

(10) Train unit EORs and institutional training course\ service school instructors to assist commanders/commandants in meeting their EO responsibilities.

(11) Organize or assist with training sessions that pertain to equal opportunity, unlawful discrimination, prevention of sexual harassment, and the Consideration of Others Program.

(12) Assist in evaluating the effectiveness of unit training conducted by commanders.

(13) Plan and help conduct executive seminars for senior leadership, on EO action plans and affirmative actions, equal opportunity, unlawful discrimination, the Consideration of Others Program and the prevention of sexual harassment.

(14) Receive and assist in processing individual complaints of unlawful discrimination and sexual harassment and conduct EO inquiries according to the commander's guidance.

(15) Provide advisory assistance to commanders and investigating officers in the investigation and resolution of unlawful discrimination and sexual harassment complaints.

(16) Review and comment on investigative reports of equal opportunity complaints for compliance with DoD and DA EO policy and objectives.

(17) Conduct follow-up assessments of all formal EO complaints.

(18) Assist in the planning and conduct of ethnic observances/special commemorations, as outlined in table 6-1.

(19) Assist commanders in developing the EO policy for their unit.

(20) Maintain, where appropriate, informal liaison with community organizations fostering civil rights. If the EOA