

**III Corps and Fort Hood  
Commanders' Equal Opportunity (EO) Deployment Handbook**



The Commander is the unit's equal opportunity officer; however, equal opportunity is everyone's business

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Personnel–General  
**Commanders' Equal Opportunity (EO) Deployment Handbook**

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**History.** This is the first issue of III Corps and Fort Hood Pamphlet 600-27.

**Summary.** This handbook assists commanders in promoting equal opportunity (EO) during deployment and offers effective ways to deal with EO issues that arise.

**Applicability.** This handbook is for use by all leaders assigned to Fort Hood and the III Armored Corps.

**Changes.** Changes are not official unless authenticated by the Directorate of Information Management (DOIM).

**Supplementation.** The proponent of this pamphlet is the III Corps Equal Opportunity Office. Send comments and suggested improvements to: Commander, III Corps and Fort Hood, ATTN: AFZF-EO, Fort Hood, Texas 76544-5003.

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**OVERVIEW**

1

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**Purpose**

Equal Opportunity (EO) is a key combat multiplier in ensuring unit cohesion during garrison duty.

In periods of deployment, EO becomes even more critical.

During deployments, stress levels increase because:

- Units live and work together around the clock.
- Substandard housing conditions.
- The increased stress level and closeness can aggravate or magnify already existing tensions, which can cause new problems to surface.
- Battle fatigue may alter the normal or routine behavior of leaders.

Commanders must take a proactive approach in promoting EO to ensure that existing issues do not escalate into major problems that will degrade unit cohesion and affect combat readiness.

1a

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**References**

Appendix A lists required and related references used in this pamphlet.

1b

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**Abbreviations and Terms**

The glossary defines abbreviations and terms used in this pamphlet.

1c

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**General**

Appendices include:

- References.
- Highlights of DA policy.
- Sources for more assistance.
- Commander responsibilities.

When using this guide, remember that it does not replace DA policy.

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**General  
(continued)**


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As of the publication date, the information in this guide was current.

Before taking final action, commanders should refer to the appropriate regulation.

Unless otherwise noted, the use of the masculine gender includes both male and female.

1d

**ARMY EQUAL OPPORTUNITY (EO) POLICY AND TRAINING**

---

2**Equal  
Opportunity  
(EO) Policy**

The U.S. Army will provide EO and fair treatment for military personnel, family members and DA civilians without regard to race, color, gender, religion, or national origin, and provide an environment free of unlawful discrimination and offensive behavior.

This policy applies:

- Both on and off post.
- During duty and non-duty hours.
- To working, living, and recreational environments (including on and off-post housing).

Soldiers will not be accessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, color, religion, gender, or national origin.

The assignment and utilization of female soldiers is partially governed by Public Law 90-486 "Women in the Army Policy Review," final report, DA ODCSPER, 12 November 1982. Title 10, United States Code, Section 3013.

Army Regulation (AR) 60013 (Army Policy for the Assignment of Female Soldiers) prescribes policies, procedures, responsibilities, and the position coding system for female soldiers.

Rating and reviewing officials shall evaluate each member's commitment to the elimination of unlawful discrimination and/or sexual harassment and document significant deviations from that commitment in evaluation reports.

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***Equal  
Opportunity  
(EO) Policy  
(continued)***

- Substantiated formal complaints require a “Does not support EO” bullet comment on the Noncommissioned Officer Evaluation Report (NCOER) or the Officer Evaluation Report (OER).
- Maintain a record of documentation, i.e., administering appropriate administrative, disciplinary, or legal action(s) to correct inappropriate behavior.

This pamphlet does not implement the provisions of :

- The Age Discrimination in Employment Act of 1967 (Sections 630 through 634, Title 29, United States Code).
- Title VII of the Civil Rights Act of 1964 (Section 2000e, Title 42, United States Code).

Physical disability and age controls are not addressed in this pamphlet due to overriding concerns of medical fitness and deployability of military personnel.

2a

***Equal  
Opportunity  
(EO) Training***

Commanders are the EO officers for their unit.

- FM 22-100 (Army Leadership) states that “Army leaders who do the right things for the right reasons— even when it would be easier to do the wrong thing— create a healthy organizational climate. “
- A leader’s behavior greatly affects the organizational climate.
- The leader’s behavior signals to every member of the organization what the leader will and will not tolerate.

All commanders are challenged to establish a robust EO training program based on the “Consideration of Others” (CO2) philosophy.

- As a minimum, conduct CO2 training for two hours during each quarter.

Leaders will conduct mandatory unit EO and Prevention of Sexual Harassment (POSH) training quarterly.

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**Equal  
Opportunity  
(EO) Training  
(continued)**

- Commanders will document training on the unit's training schedule and lead the training.
- Documentation will include:
  - Type of training.
  - Instructor name.
  - Date of training.
  - Time and length of training.
  - Roster of attendees.
  - Issues covered in the session.

As a minimum, two of the quarters will consist of POSH training.

The remaining two quarters will consist of interactive, small group, discussion-based, training that focuses on any other CO2 topics.

Additional classes will be conducted according to guidance from unit commanders.

*Training should be conducted in a tactical environment when deployed as well as in a classroom environment when in garrison. Opportunity training may be utilized during the waiting periods while manifesting for deployment or in the staging and marshalling areas.*

2b

**Commander's  
Equal  
Opportunity  
(EO)  
Responsibility**

- Commanders EO responsibilities include:
- Unit EO officer.
  - Develop and implement the unit EO program.
  - Report formal complaints.
  - Identify and correct issues.
  - Promote EO and interpersonal harmony.
  - *Training should be conducted in a tactical environment when deployed as well as in a classroom environment when in garrison*

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- 
- Commander's** • Monitor and assess programs and policies.  
**Equal**  
**Opportunity** • Ensure prompt follow-up and appropriate action.  
**(EO)**  
**Responsibility** • Execute command policies.  
**(continued)**
- Conduct climate assessments.
  - Encourage use of the chain of command.
  - Prepare reprisal prevention plan when appropriate.
    - Figure 2-1 provides a sample reprisal prevention plan.
  - Take action against violators.
  - Monitor demographics.
  - Report EO training on quarterly training briefs.

FM 22-100 states "morale is the human dimension's most important intangible element. It is a measure of how people feel about themselves, their team, and their leaders. High morale comes from good leadership, shared leadership, and mutual respect. High morale results in a cohesive team that enthusiastically strives to achieve common goals."

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2c

**Figure 2-1. Sample Reprisal Prevention Plan**

Name of Complainant \_\_\_\_\_ Grade/Rank \_\_\_\_\_  
 SSN \_\_\_\_\_  
 Name of Subject(s) \_\_\_\_\_ Grade/Rank \_\_\_\_\_  
 SSN(s) \_\_\_\_\_

The Commander or designee took the following actions during and after the investigation process to prevent reprisal against the complainant or subjects(s) of the complaint. Content of counseling session must include the definition of reprisal with examples of such behavior; the Army's policy prohibiting reprisal; the complainant's rights under the Whistle Blower Protection Act afforded complainants, witnesses, and the alleged perpetrator. This information should be annotated on a DA Form 4856, General Counseling Form:

- Commander/designee counseled the complainant. (Attach counseling).
  - Commander/designee counseled the subject(s) of the complaint. (Attach counseling)
  - Commander/designee counseled the supervisor of the complainant. (Attach counseling)
  - Commander/designee counseled the supervisor of the subjects. (Attach counseling)
  - Commander/designee counseled pertinent individuals. (Attach counseling)
  - Additional actions taken by Commander/designee to prevent acts of reprisal. (List actions taken)
- The Commander's reprisal prevention plan should consist of counseling and specific actions. Recommend the Commander take specific actions to prevent complainant and subject(s) of the complainant (e.g. reassignment, training, etc.)
  - Review of plan by disinterested party (e.g. JAG, IG, or EOA)

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## COMPLAINT PROCEDURES

3

### **Equal Opportunity (EO) Complaints**

This paragraph describes procedures used for EO complaints that allege unlawful discrimination or unfair treatment on the basis of race, color, religion, gender, national origin, and sexual harassment per AR 600-20 (Army Command Policy).

Soldiers, family members, and DA civilians have the right to:

- Present a complaint to the command without fear of reprisal, or harassment.
- Communicate with the commander concerning their complaints.
- Receive assistance when submitting a complaint.
- Receive training on the Army's EO complaint and appeals process.

3a

### **Individuals**

Individuals are responsible for:

- Providing the command with the specifics of sexual harassment and unlawful discrimination complaints and advising the command to take appropriate actions to resolve the issue.
- Submitting only legitimate complaints and exercising caution against unfounded or reckless charges.

While not required, it is recommended that the individual attempt to resolve a complaint by first informing the alleged offender that the behavior must stop.

Attempts should always be made to solve the problem at the lowest possible level within an organization.

3b

### **Civilian Personnel**

Complaints from civilian personnel alleging discrimination should be handled:

- According to procedures contained in AR 690-600 (Equal Employment Opportunity Discrimination Complaints).
- As described in DOD and DA policy implementing 10 USC 1561.
- As provided for in any applicable collective bargaining agreement.

3c

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**Complaint  
Types**

Two types of complaints may be filed:

An informal complaint is any complaint a soldier, family member or DA civilian does not wish to file in writing.

- Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander, or other person in the complainant's chain of command.
- Typically, issues that can be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues.
- An informal complaint may be most appropriate for minor infractions, when the complainant simply wants the behavior to stop.
- Informal complaints are not subject to time suspense nor are they reportable.

A formal complaint is one that a complainant files in writing and swears to the accuracy of the information.

Formal complaints:

- Require specific actions.
- Are subject to timelines.
- Require documentation of the actions taken.

3d

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**Processing  
Complaints**

Processing of EO complaints through the unit chain of command is strongly encouraged but does not serve as the only channel available to soldiers to resolve complaints.

If the complainant feels uncomfortable in filing a complaint with the chain of command, or should the complaint be against a member of the chain of command, a number of alternative agencies (listed in paragraph 3f) exist through which the issues may be identified for resolution.

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**Processing  
Complaints  
(continued)**

- Each agency provides expertise in very specific subject areas.

Commanders will not prevent soldiers from using these channels according to procedures established by these agencies.

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3e

**Formal  
Complaint  
Timelines**

The complaint must be submitted within 60 days of the incident.

The commander has the authority to accept a complaint after 60 days at his or her discretion.

After receiving the formal complaint, the EOA or authorized agency has 3 calendar days to submit the complaint to the proper authority.

All formal complaints will be reported within 72 hours to the first General Courts-Martial Convening Authority (GCMAC) in the chain of command.

The commander:

- Has 14 calendar days to appoint a 15-6 investigating officer (IO) to conduct the investigation, and inform the complainant of his or her decision.
  - The unit's EOA will work with the 15-6 IO and verify the investigation meets the requirements of AR 600-20.
- May request up to a 30-day extension from his or her next higher commander.
  - Extensions may be granted up to and including the first general court-martial authority commander.

Either party may appeal within 7 calendar days of the final decision.

- Appeals can only concern the process, not the punishment.

Thirty to forty five days after the final decision, the EOA will conduct a follow-up review and interview the parties involved.

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3f

**Alternative  
Agencies**

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Alternative agencies that may take a formal complaint:

- Someone in a higher echelon of the complainant's chain of command.
- EOA.
- IG.
- Chaplain.
- Provost Marshal.
- Medical agency personnel.
- SJA.
- Chief, Community Housing Referral and Relocation.

---

3g

**Do's and  
Don'ts  
of  
Complaints****Do:**

- Seek advice and assistance from your EOA.
- Conduct a commander's inquiry.
- Conduct an AR 15-6 (Procedures for Investigating Officers and Boards of Officers) investigation if warranted.
- Have your EOA conduct team building exercises.
- Develop a reprisal prevention plan.

**Don't:**

- Single out the complainant to the unit.
- Disregard the complaint.
- Try to solve the issue on your own.
- Move the soldier to another unit to "fix the problem."

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3h

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**CONSIDERATION OF OTHERS (CO2) TRAINING PROGRAM**

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4

**Available  
Training**

Below is a list of classes that can be covered in the CO2 arena; however, there are many other topics that can be used:

- Prevention of Sexual Harassment (POSH).
- Extremism.
- EO/EEO Complaint Procedures.
- Racism.
- Sexism.
- Diversity Training.
- Religious Tolerance.
- Fraternalization.
- Indecent Language.
- Values, Attitudes and Behavior.
- Effective Communications.
- Group Dynamics.
- Conflict Management.
- EO Overview.
- III Corps EO Program.
- Professional Ethics.
- Army Values.

These classes can be conducted during manifest, in staging and marshalling areas and while deployed, during field training exercises or in a classroom environment while in garrison.

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**Available  
Training  
(continued)**

Remember to document training with a sign-in sheet.  
Classes are more effective when done in platoon level groups.

4a

**COMBATING RACISM**

5

**Combating  
Racism**

Strategies for combating racism are:

- Awareness. Be aware that racism still exists.
- Education. Attend different cultural events on and off post.
- Legislation. Vote in local and national elections.
- Participation. Participate in community events and groups.
- Self-analyze. Reflect on what your actions and speech say about you.

5a

**Levels of  
Prejudice**

Levels of acting out prejudice include:

- Bad-mouthing or disparaging terms.
- Avoidance.
- Discrimination.
- Physical attacks.
- Extermination or genocide

5b

**Do's and  
Don'ts of  
Combating  
Racism**

**Do:**

- Advocate team building.
- Value diversity.
- Encourage participation in ethnic observances.

(continued on next page)

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***Do's and  
Don'ts of  
Combating  
Racism  
(continued)***

- Advocate interaction between the different races and groups within the organization.
- Encourage honest and respectful communication among soldiers of different races.
- Establish principles of inclusion in the workplace.
- Encourage soldiers to learn about different cultures.
- Instill similarities versus differences among the soldiers.
- Conduct ethnic observances for the unit or support higher command's observances.
- Allow soldiers opportunities to attend cultural events.
- Conduct sensing sessions and EO councils.

**Don't:**

- Tolerate racist remarks and/or jokes.
- Profile certain ethnic groups.
- Condone racial publications or screensavers on computers in the workplace.
- Condone, racial slurs, jokes, etc... within the workplace.
- Allow soldiers to speak of others of multi-ethnic groups or of a different race in generalized terms.
- Single out soldiers or groups based on color or categorizing them based on generalized terms.
- Foster segregation during unit functions or activities.
- Restrict opportunities for soldiers based on perceptions of color.
- Ignore indicators of racial unrest.

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***Do's and  
Don'ts of  
Combating  
Racism  
(continued)***

- Allow forced polarization.
- Be reactive to incidents, have a proactive education plan.

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5c

***Barriers to  
Cultural  
Interaction***

A few barriers to cultural interaction include:

- Paternalism: This behavior takes the form of acting “fatherly” or over-protective of someone.
- Ignoring: This would be discounting what an individual says, not giving it credibility.
- Speaking for others: not letting a person speak for themselves.
- Testimonials: “I am not prejudiced, some of my best friends are black” (or women or any other minority group).
- Ethnic racist, sexist jokes: This area is self-explanatory and does not require elaboration.
- Frequent interruptions: This indicates that you don't take what someone is saying as being important.
- Stereotypical language: Speaking in terms that use statements that indicate or reinforce stereotypes about a group you are talking about.
- Titles and ranks: Calling minorities and women by their first names while addressing majority members (males) by their titles or rank.
- Denying opportunities: (Can be blatant or indirect) Simply put, providing more beneficial jobs, positions, or assignments to majority members.
- Dubious supervision: This is the manner of focusing on problems or crimes committed by a particular group or gender and exploiting these problems through punishment, while ignoring the fact that the majority may be committing crimes too.

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5d

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**COMBATING SEXISM**

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6

**Combating Sexism**

Strategies for combating sexism include:

- Awareness. Be aware that sexism still exists.
- Education. Attend different cultural events on and off post.
- Legislation. Vote in local as well as national elections.
- Participation. Participate in community events and groups.
- Self-Analyze. Reflect on what your actions and speech say about you.

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6a**Acting out Prejudice**

Levels of acting out prejudice include:

- Bad-mouthing or disparaging terms.
- Avoidance.
- Discrimination.
- Physical attacks.
- Extermination or genocide.

---

6b**Do's and Don'ts of Combating Sexism****Do:**

- Advocate team building.
- Value diversity of gender.
- Encourage participation in ethnic observances.
- Educate soldiers on what "sexism" is.
- Question, check, and oppose sexist behavior.

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***Do's and  
Don'ts of  
Combating  
Sexism  
(continued)***

- Keep standards the same for both sexes.
- Set the example.
- Know the definition of "sexism."

**Don't:**

- Tolerate sexist remarks and/or jokes.
- Profile certain ethnic groups.
- Allow sexist jokes or remarks in unit.
- Foster stereotypes of social roles based on gender.
- Allow your ego defense mechanism override your decision of what is right.
- Use the "male" pronoun to represent humanity (exclusionary language).
- Accommodate sexist behaviors
- Allow cat calling, whistling, ogling, or staring at women or men.
- Allow sexist publications or screensavers.
- Avoid soldiers of the opposite sex (during counseling, details, etc...)

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6c

***SEXUAL HARASSMENT***

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7

***Sexual  
Harassment***

Sexual harassment is a form of gender discrimination that involves unwanted sexual advances, requests for sexual favors, and other verbal or physical contact of a sexual nature.

Sexual harassment occurs when:

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**Sexual  
Harassment  
(continued)**

- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay career.

*Example: You feel that protecting your career depends on your response to: Comments about your body parts or requests (or hints) about having sex.*

- Submission to or rejection or such conduct by a person is used as a basis for career or employment decisions affecting that person.

*Example: You feel a promotion or special assignment will be denied if you don't accept a date or agree to an affair.*

- Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

*Example: Unwanted sexual attention makes it hard for you to do your job or creates an environment that you find offensive, intimidating, or hostile.*

---

7a

**Three  
Categories**

Sexual harassment falls into three categories:

- Verbal abuse examples include:
  - Profanity.
  - Off-color jokes.
  - Sexual comments.
  - Threats.
  - Overt reactions to physical appearance (growling, barking, whistling, etc).
  - Applying terms of endearment to co-workers ("honey," "baby," "sweetheart," etc..).
- Non-verbal abuse examples include:
  - Leering.
  - Ogling.
  - Blowing kisses.
  - Licking lips.

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**Three  
Categories  
(continued)**

- 
- Winking.
  - Giving or displaying sexually suggestive cartoons and pictures.
  - Provocatively posing or adjusting clothing in the presence of others.
  
  - Physical contact examples include:
    - Stroking.
    - Patting.
    - Hugging.
    - Pinching.
    - Grabbing.
    - Sidling up to someone.
    - Cornering.
    - Blocking a passage.
    - Kissing.
    - Giving unsolicited back rubs or neck massages.

7b

**Do's and  
Don'ts of  
Combating  
Sexual  
Harassment**

- 
- Do:**
- Conduct semi-annual POSH training.
  - Have leadership actively involved in all training.
  - Define sexual harassment.
  - Do let all soldiers know sexual harassment is the unwelcome sexual advances, request for sexual favors and unacceptable behavior.
  - Be aware that both men and women are capable of sexually harassing others.
  - Do know that there are three categories of sexual harassment:
    - Verbal.
    - Non-verbal.
    - Physical.

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***Do's and  
Don'ts of  
Combating  
Sexual  
Harassment  
(continued)***

- Do know that if you keep sexually explicit pictures in your workspace and someone complains about them, if you do not remove them, then you could be guilty of sexual harassment.
- Do know that the reasonable man/woman standard is used to predict the expected reaction to or impact of perceived offensive behaviors on the recipient.
- Do express that sexual harassment is unacceptable conduct and will not be tolerated.

**Don't:**

- Ignore possible offenses.
- Focus on the victim which will draw more attention to the victim.
- Think sexual harassment is limited to the workspace.
- Be reactive, proactive measures are always preferred.
- Think that sexual harassment does not affect the individual, unit and mission – it does.
  - If you are in a supervisory or command position and use or condone implicit or explicit sexual behavior, then you are engaging in sexual harassment.
- Brush aside acts of sexual harassment no matter how trivial they may be.
- Allow sexual jokes, pictures, innuendos, communication of sexual escapades, etc., uncontested within the workplace

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7c

***RELIGIOUS ACCOMMODATIONS***

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8

***Army  
Policy***

The Army places a high value on the rights of its soldiers to observe tenets of their respective religious faiths.

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**Army  
Policy  
(continued)**

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The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on:

- Unit readiness.
- Individual readiness.
- Unit cohesion.
- Morale.
- Discipline.
- Safety.
- Health.

Accommodation of a soldier's religious practices must be examined against military necessity and cannot be guaranteed at all times but must depend on military necessity.

All requests for religious accommodation will be forwarded through the Commander to the Battalion Chaplain.

A memorandum for record will be placed in the soldier's file for record.

8a

**Religious  
Worship**

Sunday morning is not the only recognized or designated time for worship for military personnel.

Some religious groups observe a 24-hour Sabbath beginning at sundown on Friday and ending at sundown on Saturday, during which worshipers must refrain from certain activities.

Other religious groups conduct worship services at various times during the week and weekend.

Duration of services differs between religious groups.

Commanders are encouraged to accommodate the unique religious worship requirements of their soldiers when mission requirements permit, allowing them the time and opportunity to worship according to their customs and practices.

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**Religious  
Worship  
(continued)**

- Exceptions to normal duty hours may be necessary in some cases.

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8b

**Religious  
Events**

Certain religious holy days or other observances are established at times of obligation or significant events in the life of a religious group.

Festivals, rituals, historic reenactments, or religious seasons may be as important or even more important than weekly worship.

When possible, commanders should consider granting time off, exceptions to normal duty hours, passes, or ordinary leave for soldiers to participate in activities.

---

8c

**Religious  
Dietary  
Practices**

Some religious groups have tenets that prohibit eating specific foods or prescribes the manner in which food is prepared.

Other groups require times of fasting or abstinences from certain foods at all or specific times rather than require eating only a few select foods.

Some soldiers may need to request approval for separate rations on the basis of strict dietary requirements.

Others may simply need to request arrangement for messing at dining facilities that operate at other than normal meal times or to request reimbursement for missed meals during required fast times.

Commanders should be aware of what provisions can be made by the servicing dining facilities and what alternative provisions can be authorized for soldiers with requests for religious dietary accommodations.

---

8d

**Religious  
Medical  
Practices**

Some religious groups require medical self-care and prohibit immunizations, blood transfusions, surgery, or autopsy.

Other groups require certain religious ministrations or procedures to be accomplished at the time of death or in relation to preparation of the body for burial.

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**Religious  
Medical  
Practices  
(continued)**

Some groups are strongly opposed to or prohibit cremation.

Soldiers who observe such religious requirements or practices should be fully aware of the provisions of AR 600-20.

The soldier should ensure that their commander is aware of their religion and submit a request for religious accommodation, through their commander to the Battalion Chaplain when applicable.

8e

**Religious  
Wear and  
Appearance**

Some religious groups require the wearing of religious articles.

- Some of these articles are not visible as they are worn under normal outer clothing; others are highly visible, such as headgear, garments, and adornments (necklaces, bracelets, pins, and so forth).
- Soldiers will meet the requirements of the neat, conservative, discrete, subdued, and nonpermanent criteria listed in AR 600-20, paragraph 5-6.
- Articles must not be substitute for, replace, or interfere with the normal wear or appearance of items of the Army uniform as outlined in AR 670-1.

Some religious groups require individual piety and modesty in dress; for example, the covering of arms and legs or women not wearing male clothing.

- Commanders may accommodate such religious practices that do not pose health or safety hazards.
- Uniformity is an important military consideration.
- Uniformity should not be the overriding reason for denying all requests for exception to wear and appearance policy based on sincere religious practices.

The practice of wearing uncut hair and beards and permanent jewelry (items not readily removable such as welded bracelets) is prohibited because of health and safety reasons, even if based on sincere religious convictions.

AR 600-20, paragraphs 5 through 6, governs continuance of prior exceptions.

8f

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***Do's and  
Don'ts of  
Religious  
Accommodation***

**Do:**

- Attempt to accommodate religious needs.
- Become familiar with religious needs of your soldiers.
- Speak with the unit Chaplain about religious services provided.
- Allow and encourage soldiers to practice their own religious preferences (freedom of worship).
- Keep open lines of communication between the unit Chaplain and yourself.
- Know the definition of "religious discrimination."
- Use inclusive prayers during functions.
- Know the DOD policy on "freedom of religious practices" (DOD Directive 1300. 17 [Accommodation of Religious Practices] and AR 600-75 [Accommodating Religious Practices]).
- Ensure that soldiers understand mission accomplishment must come first and that religious practices cannot be guaranteed at all times.
- Consider dietary and medical issues that might impact on mission accomplishment.
- Ensure awareness of religious diversity.
- Suggest a compromise (accommodations).
- Stress the importance of faith to unit leaders.

**Don't:**

- Let your religious values cloud your judgment.
- Let religious needs override mission accomplishment.
- Discount the religious beliefs of others.

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(continued on next page)

***Do's and  
Don'ts of  
Religious  
Accommodation  
(continued)***

- Base your decisions on stereotypes or myths.
- Allow religious jokes or slurs.
- Show a lack of concern towards a soldier's religious beliefs.
- Fail to consider the religious beliefs of others.
- Mandate participation in religious activities, like Easter egg hunts.

8g

***ENGLISH LANGUAGE POLICY***

9

***English  
Language  
Policy***

AR 600-20, paragraph 4-13 states "English is the operational language of the Army."

Soldiers must maintain sufficient proficiency in English to perform their military duties.

Operational communications must be understood by everyone who has an official need to know.

Therefore, commanders may not require soldiers to use English unless such use is clearly necessary and proper for the performance of military functions.

Accordingly, commanders may not require the use of English for personal communications which are unrelated to military functions.

9a

***Accents***

Soldiers and leaders react differently when listening to others with strong cultural accents and can both become frustrated and indifferent with each other in their efforts to communicate.

- This is even so for those who speak English, but have a speech impediment.
- The listener may even attempt to talk for the speaker.
- Soldiers and leaders who speak fluent English may act as though only others have accents.

(continued on next page)

**Accents  
(continued)**

- This kind of thinking may lead to other assumptions and biases about the education and intelligence of those holding the accent.
- A common mistake made by some leaders is to assume that soldiers who speak English well are more intelligent, more competent, or even more trustworthy.
- When leaders place judgment based only on an accent, they can mistake a soldier's true ability and give an unfair evaluation.

9b

**Do's and  
Don't(s) of  
Language  
Policy****Do:**

- Allow use of other languages when not in violation of AR 600-20.
- Educate other soldiers in understanding the regulation allowing the use of other languages.
- Allow use of other languages when not related to military functions.
- Educate soldiers in understanding the Army's policy in allowing the use of other languages in the work environment.
- Understand the values of diversity in the unit.
- Utilize the additional skills your soldier's possess.

**Don't:**

- Single out the soldiers who are speaking in other languages.
- Order that English will be the only language spoken at work.
- Group non-English speaking soldiers separately from others.
- Assume that any non-English conversations are subversive.

9c

**HAZING**

10

***Army  
Hazing  
Policy***

The Army has been and continues to be a values based organization where everyone is encouraged to do what is right by treating others as they should be treated— with dignity and respect.

Hazing is fundamentally in opposition to Army values and is prohibited.

- Hazing includes, but is not limited to any form of initiation “rite of passage” or congratulatory act that involves; physically striking another in order to inflict pain; piercing another's skin in any manner; forcing or requiring the consumption of excessive amounts of food, alcohol, drugs, or other substances; or encouraging others to engage in illegal, harmful, demeaning or dangerous acts.
- Soliciting or coercing another to participate in any such activity is also considered hazing.
- Hazing need not involve physical contact among or between military members or employees.
- It can be verbal or psychological in nature.

Climate and culture describe the environment in which you lead your people.

Culture refers to the environment of America’s Army as an institution and of major elements or communities within it.

Climate refers to the environment of units and organizations.

All organizational and direct leaders establish their organizations, climate, whether purposefully or unwittingly.

10a

***Do’s and  
Don’ts of  
Hazing***

**Do:**

- Be aware of the hazing prohibitions.
- Participate in unit functions to monitor possible hazing activities.
- Look for tell-tale signs of possible hazing.

**Don’t:**

- Encourage hazing rituals within your unit.

10b

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**EXTREMIST ACTIVITIES AND ORGANIZATIONS**

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11

**Extremist  
Activities and  
Organizations**

The definition of extremist organizations and activities is as follows:

- “Ones that advocate racial, gender, or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, sex, religion, or national origin; advocate the use of force or violence or unlawful means. To deprive individuals of their rights under U.S. Constitution or law of the U.S., or any state, by unlawful means.”

When soldiers are identified as members of extremist groups or participation in extremist group activities, commanders should educate and counsel them on the incompatibility of such organizations with military service.

Commanders may:

- Order soldiers not to participate when there is reason to believe that participation will result in illegal activities or when participation is prejudicial to good order, discipline, or morale.
- Have a variety of administrative and judicial means to discourage active participation in extremist organizations to include separation if warranted.

Participation either active or passive in extremist activities and organizations by Army personnel is inconsistent with the responsibilities of military service.

This applies:

- In or out of uniform.
- On or off duty.
- On or off leave or pass.

Subject to Articles in the Uniform Code of Military Justice (UCMJ):

- 92 - Failure to obey order/regulation.

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*(continued on next page)*

**Extremist  
Activities and  
Organizations  
(continued)**

- 116 - Riot or breach of peace.
- 117 - Provoking speeches or gestures.
- 134 – General Article.

11a

**Prohibitions**

Soldiers are prohibited from actions in support of extremist organizations or activities.

Penalties for violations of these prohibitions include the full range of statutory and regulatory sanctions, both criminal UCMJ and administrative.

- Participating in a public demonstration or rallies.
- Attending a meeting or activity with knowledge that the meeting or activity involves an extremist cause when on duty, when in uniform, when in a foreign country (whether on or off duty or in uniform), when it constitutes a breach of law and order, when violence is likely to result, or when in violation of off-limits sanctions or a commander's order.
- Fund raising activities.
- Recruiting or training members (including encouraging other soldiers to join).
- Creating, organizing, or taking a visible leadership role in such an organization or activity.
- Distributing literature on or off a military installation, the primary purpose and content of which concerns advocacy or support of extremist causes, organizations, or activities; and it appears that the literature presents a clear danger to the loyalty, discipline, or morale of military personnel or if the distribution would materially interfere with the accomplishment of a military mission.

11b

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***Do's and  
Don'ts of  
Extremist  
Activity***

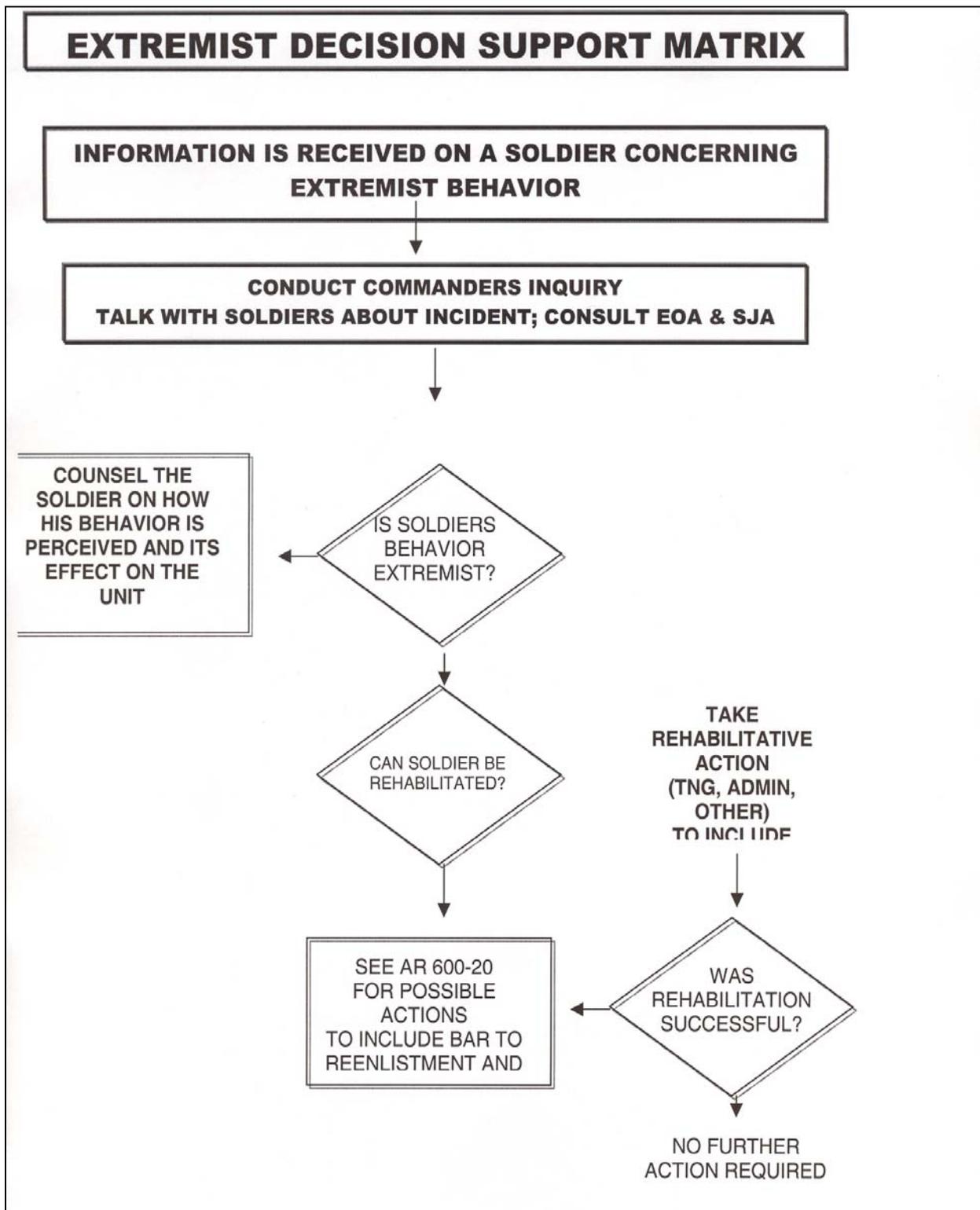
**Do:**

- Understand prohibited activities and educate your soldiers.
- Consult with EOA, Staff Judge Advocate, or local law enforcement agencies prior to taking action.
- Research tattoos and their possible meanings.
- Counsel soldiers concerning possible actions for not removing extremist tattoos.
- Be aware of local extremist activities and demonstrations.
- Understand policies for dealing with extremist group involvement.
- Keep key leaders informed of any possible issues.
- Confront the extreme views of others.
- Understand that time and effort will be required to deal with any possible extremist views (not a quick fix).
- Be proactive.
- Know your soldiers.**Don't:**
- Order a soldier to have a tattoo removed.
- Assume a tattoo's meaning or affiliation with an extremist group.
- Ignore reports of possible extremist affiliations or activities—investigate.
- Be reactive.
- Allow unit to divide into opposing factions.
- Falsely accuse a soldier of being associated with an extremist group.

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11c

Figure 11-1. Extremist Support Matrix



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**FLAGS, POSTERS, AND OTHER DISPLAYS IN THE BARRACKS**

12

**Displays**

Commanders have the authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command.

This includes, but is not limited to, the authority to:

- Order the removal of symbols, flags, posters, or other displays from barracks.
- Place areas or activities off-limits (see AR 190-24, Armed Forces Disciplinary Control Boards and Off Installation Liaison Operations).
- Order soldiers not to participate in those activities that are:
  - Contrary to good order and discipline or morale of the unit .
  - Pose a threat to health, safety, and security of military personnel or a military installation.

12a

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**Do's and Don'ts of Flags, Symbols, and Displays**
**Do:**

- Conduct training on extremism and possible extremist groups.
- Seek local agencies for possible extremist group affiliations in your operating area.
- Inspect your areas for possible indicators of extremist activities such as symbols and literature with the use of health and welfare inspections.

**Don't:**

- Categorize any group as being extremist even if they may fit the description; they will be referred to as possible extremist groups.
- Assume; ask soldiers what the symbols and flags mean to them.

12b

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**TATTOOS**

13

**Army  
Tattoo  
Policy**

Effective with DA Message, DAPE-HR-PR, 071812Z Aug 98, subject: Wear and Appearance of Army Uniforms and Insignia, AR 670-1, the policy for tattoos is:

“Visible tattoos or brands on the neck, face, or head are prohibited. Tattoos or brands on other areas of the body that are prejudicial to good order and discipline are prohibited. Additionally, any type of tattoo or brand that is visible while wearing a Class A uniform and detracts from a soldierly appearance is prohibited.”

This policy applies to all soldiers, regardless of when the soldier entered active duty or when the soldier applied the tattoo or brand.

Soldiers may not cover tattoos or brands in an attempt to comply with AR 670-1.

13a

**Prohibited  
Tattoos**

The policy strictly prohibits three categories of tattoos or brands.

- Tattoos or brands visible on the head, face, or neck.
- Tattoos or brands that are visible in the Class A uniform and detract from a soldierly appearance:
  - This is a two-prong test and both prongs must be present to constitute a violation of the tattoo policy.
  - The visible presence of a tattoo or brand while the soldier is wearing the Class A uniform does not by itself constitute a violation.
  - The tattoo or brand must be both visible and detract from a soldierly appearance.
  - This situation may require the commander to make a judgment call.
  - In those difficult cases or those cases where there is a question of enforcement, the first Colonel in the soldier's chain of command should review this decision, after consulting with the servicing SJA.
- Tattoos or brands that are prejudicial to good order and discipline are:

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***Prohibited  
Tattoos  
(continued)***

- Tattoos or brands that show an alliance with an “extremist” organization.
- Tattoos or brands that are indecent, grossly offensive to modesty, decency, or propriety and may shock the conscience because of their obvious vulgar or disgusting nature, including tattoos that may tend to incite lustful or sexual thoughts.
- Tattoos or brands that are unreasonably large or excessive in number (*i.e.*, covers most of a limb).

It is not a violation of the tattoo policy for a soldier to have a small, inconspicuous, or inoffensive tattoo or brand on areas of the body other than the face, head, or neck.

Commanders will not order tattoo removal.

Commanders will ensure that soldiers with prohibited tattoos or brands understand the policy cited *in DA Message, DAPE-HR-PR, 071812Z Aug 98, and AR 670-1.*

Commanders will counsel soldiers in writing that the soldier does not comply with AR 670-1 and that the soldier’s decision not to have the tattoo or brand removed could result in adverse administrative action, to include discharge from the Army under the provisions of AR 635-200 (Enlisted Personnel), Chapter 13.

13b

***Do’s and  
Don’ts of  
Tattoos***

**Do:**

- Research tattoos and their possible meanings prior to confronting the soldier.
- Confer with your EOA, SJA, IG, or local agencies.
- Counsel soldiers about the repercussions of not removing tattoos.

**Don’t:**

- Order a soldier to have a tattoo removed.
- Assume the tattoo’s meaning or affiliation with possible extremist groups.

13c

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**WHISTLEBLOWER PROTECTION ACT**

14

**Whistleblower Protection** According to 10 U.S.C. 1034, DA personnel are prohibited from taking acts of reprisal against any soldier for filing a complaint of unlawful discrimination or sexual harassment.

DOD Directive 7050.6 (Military Whistleblower Protection Act) and AR 20-1 (Inspector General Activities and Procedures) also cover policy.

- No person shall restrict a member of the Armed Services from making a protected communication with a member of Congress; an IG; a member of a DOD audit, inspection, investigation, or law enforcement organization; or any other person or organization (including any person in the chain of command) designated under this regulation or other administrative procedure to receive such communication.
- Soldiers shall be free from reprisal for making or preparing a protected communication (See Sample Reprisal Prevention Plan).
- No employee or soldier may take or threaten to take an unfavorable personnel action, or to withhold or threaten to withhold a favorable personnel action, in reprisal against any soldier for making or preparing a protected communication.
  - The chain of command shall ensure complainants are protected from reprisal or retaliation for filing EO 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 AR 600-20, the agency should report the incident to the DOD Inspector General.
  - It is strongly encouraged to simultaneously report such threats or acts to the chain of command.

The DOD IG Hotline number is 1(800) 424-9098, or DSN 664-8799.

14a

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***Do's and  
Don'ts of  
Whistleblower  
Protection***

**Do:**

- Allow soldiers to challenge many types of personnel actions, reassignments or performance appraisals as directed under the Whistleblower Protection Act.
- Make it easier for soldiers to show that protected whistle blowing disclosers are a contributing factor in ensuring that the right actions be taken.
- Understand that the Whistleblower Protection Act is intended to protect any disclosure, the form of disclosure, or the person to whom the disclosure is made.
- Understand that the Whistleblower Protection Act was enacted to protect "whistle blowers" who disclose illegal or improper government agencies.
- Understand that the goal of the Whistleblower Protection Act is to protect Whistle Blowers from retaliation at the hands of leadership who are guilty of illegal or improper activities

**Don't:**

- Whistleblower protection must not be used as a tool to maintain discipline among subordinates; leadership is still that binding force.
- Confuse the Whistleblower Protection Act with the reprisal prevention system.
- Think that The Act removes any command authority.
- Forget to inform soldiers of their rights under the Whistleblower Protection Act.
- Assume that soldiers are aware of this act: many are unaware.

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14b

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**INTER-GROUP TENSION AND UNREST**

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15

**Indicators**

Commanders should be especially alert to indicators of inter-group tension and unrest.

These indicators are a signal to that condition may exist, that if not properly dealt with, may lead to loss of morale, unit cohesion, and potentially violent disruptions.

Possible indicators of inter-group tensions are:

- Secret meetings of exclusive groups.
- Increased frequency of racial and sexual complaints.
- Use of abusive language and offensive symbols.
- Indifferent response to cultural differences.
- Poor personal appearance and military courtesy.
- Reluctance to discuss cultural differences.
- Increase in miscommunications and rumors.
- Frequent fights between members of different groups.

Leaders must understand that one of the most devastating effects of prejudice and discrimination, whether perceived or real, is the potential or actual increase in the tension and hostilities between different groups.

Soldiers who believe they have received unfair treatment or injustices based on prejudice or discrimination will have little trust or faith in those who are charged with their care and welfare.

- This in turn will affect unit cohesion and combat readiness.

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15a

***Do's and  
Don'ts of  
Inter-group  
Tension***

**Do:**

- Be alert to possible indicators.
- Correct deficiencies with on-the-spot corrections.
- Encourage group activities and team building events.
- Investigate possible cases.

**Don't:**

- Jump to conclusions.
- Ignore warning signs and hope they go away.
- Make light of the situation

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15b

***THE BOTTOM LINE***

16

- The Commander is the unit's EO officer.
- If a soldier, civilian employee, or family member believes that they are a victim of discrimination or sexual harassment, or any other equal opportunity issue, they should immediately present their concerns to their chain of command for resolution.
- They may also contact their unit EOA.
- It is suggested that the chain of command be given the opportunity to resolve issues within their commands before contacting an outside agency.

“The Army is not made up of people; the Army is people... living, breathing, serving human beings. They have needs and interest and desires. They have spirit and will, strength and abilities. They have weakness and fault, and they have means. They are the heart of our preparedness...and this preparedness—as a nation and as an Army—depends upon the spirit of our soldiers. It is the spirit that gives the Army...life. Without it we cannot succeed.”

— former U.S. Army Chief of Staff Creighton W. Abrams

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16a

**Appendix A**  
**References**

**Section I. Required References**

**AR 15-6**

Procedures for Investigating Officers and Boards of Officers

**AR 20-1**

Inspector General Activities and Procedures

**AR 190-24**

Armed Forces Disciplinary Control Boards and Off Installation Liaison Operations

**AR 600-13**

Army Policy for the Assignment of Female Soldiers

**AR 600-20**

Army Command Policy

**AR 635-200**

Enlisted Personnel

**AR 670-1**

Wear And Appearance of Army Uniforms and Insignia

**Message, Chief of Staff of the Army**

“Dignity and Respect in the Army,” 21 July 2000

**Message, DAPE-HR-PR, 071812Z Aug 98**

Subject: Wear and Appearance of Army Uniforms and Insignia

**AR 690-600**

Equal Employment Opportunity Discrimination Complaints

**AR600-75**

Accommodating Religious Practices

**FM 22-100**

Army Leadership

**DODI 1300.7**

Training and Education to Support the Code of Conduct (COC)

**DODI 7050.6**

Whistleblower Protection Act

**Age Discrimination in Employment Act of 1967**

§630 through 634, Title 29, USC

**Civil Rights Act of 1964**

§2000e, Title 42, USC

**Section II. Related References**

This section not used

**Section III. Referenced Forms**

**DA Form 4856**

Developmental Counseling Form

## **Glossary**

### **Section I Abbreviations**

#### **AR**

Army regulation

#### **BG**

Brigadier General

#### **CO2**

Consideration of Others

#### **DA**

Department of the Army

#### **DOD**

Department of Defense

#### **DODI**

DOD Instruction

#### **DOIM**

Directorate of Information Management

#### **EO**

Equal opportunity

#### **EEO**

Equal Employment Opportunity

#### **EOA**

Equal Opportunity Advisor

#### **FH**

Fort Hood

#### **FM**

Field Manual

#### **GCMAC**

General Courts-martial convening authority

#### **IG**

Inspector General

**LTC**

Lieutenant Colonel

**NCOER**

Noncommissioned officer evaluation report

**OER**

Officer evaluation report

**SC**

Signal Corps

**SJA**

Staff Judge Advocate

**POSH**

Prevention of sexual harassment

**USA**

United States of America

**Section II**

**Terms**

**Climate**

A prevailing influence or environmental conditions characterizing a group.

**Culture**

The customary beliefs, social forms, and material traits of a racial, religious or social group. A set of shared attitudes, values, goals, and practices that characterizes a company or organization.

**Discrimination**

The use of power to convert prejudice (a belief or attitude) to action.

**Formal Complaint**

A formal complaint is one that a complainant files in writing (DA Form 7279-R) and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of the actions taken.

**Informal Complaint**

Allegations of unlawful discrimination or sexual harassment that do not require written documentation. These complaints may be voiced to the offending party, to someone in a position of authority, or both. The intention is that the offending behavior will cease with no further action required.

**Investigating Officer**

Is a officer appointed in writing by the commander to conduct the investigation of allegations in a formal complaint. The commander may deem it appropriate depending on the allegations to conduct the investigation themselves.

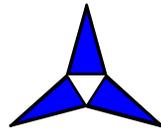
**Sexual Harassment**

Is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

Notes

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III Corps and Fort Hood Pamphlet 600-27  
15 March 2002



III Corps and Fort Hood  
Commanders' Equal Opportunity (EO) Deployment Handbook



The Commander is the unit's equal opportunity officer; however, equal opportunity is everyone's business

<http://pclerk.hood.army.mil>