DEPARTMENT OF THE ARMY
HEADQUARTERS, EIGHTH ARMY
UNIT #15236
APO AP 96205-5236

REPLY TO
ATTENTION OF:

OCT 15 2013

EACG

MEMORANDUM FOR All Eighth Army Commanders

SUBJECT: Eighth Army Command Policy Letter #4, Command Climate Assessment

1. References:

a. Army Regulation 600-20, Army Command Policy, 18 March 2008 (incorporating Rapid Action Revision, 20 September 2012).

b. Training Circular 26-6, Commander's Equal Opportunity Handbook, 23 June 2008.

2. Purpose. To provide policy and guidance for major subordinate command (MSC) commanders and Equal Opportunity Advisors (EOAs), in accordance with guidance and policies set forth in above references. To ensure every commander is aware of and establishes a positive command climate to maximize human potential and organizational effectiveness.

3. Background. The Army Equal Opportunity Program is the foundation to sound leadership and a responsibility of the commander. The commander is responsible for establishing a positive command and leadership climate as well as developing and sustaining a healthy equal opportunity (EO) climate, one that is free of discrimination, intimidation, or reprisal. Commanders will assess the command climate periodically in order to analyze the human dimension of combat readiness.

4. Discussion. This policy requires all commanders to conduct command climate surveys at the company, battalion, and brigade levels. Commanders will supplement any survey efforts with individual/group interviews, analysis of unit records, and statistical information such as awards, promotions, reenlistments, and incidents, misconduct resulting in UCMJ, and complaint reports. Command climate surveys provide a baseline for commanders to develop action plans and implement program initiatives.

a. Command climate awareness. Commanders will periodically assess their specific unit's readiness climate by using the Defense Equal Opportunity Climate Survey (DEOCS) or Army Research Institute (ARI) command climate survey. Company and equivalent level commanders will conduct a command climate survey within 30 days upon assuming command. Brigade and Battalion commanders will conduct a command climate assessment using an assessment tool within 90 days upon assuming command. Company level commanders will conduct a follow-up survey six months after the initial and annually thereafter. Brigade and battalion commanders will conduct appropriate follow-up assessments during their command tenure as required, but within 12 months of last assessment. Commanders will continually assess the command climate focusing on EO, organizational effectiveness, sexual harassment and assaults within their commands.

b. Feedback. Commanders will provide timely feedback, within 30 days of results of the command climate survey to subordinates. Feedback will discuss the survey, what it is used for, what makes it important, how it is done, results of the survey and action that will be taken by the command.

c. Equal Opportunity Action Plan (EOAP). Plan achievable steps that eliminate practices denying fair and equitable treatment of Soldiers and their Families, and monitor progress toward these goals. Brigade-level or equivalent will develop and implement EOAPs and provide a copy to the next higher command.

d. Action plan. Climate surveys identify problems or potential problems and allow commanders to take prompt, decisive action to resolve issues and maintain a high level of unit readiness. The commander will discuss issues that surface from the survey and develop an action plan to improve the unit's climate that are inspected during the organizational inspection program/command inspection program (OIP/CIP).

e. Training. Commanders will address the survey during training briefs. Issues identified during the survey are discussed at the next command climate survey. Commanders will train to address the issues identified in small group, interactive, and discussion-based.

f. EO Advisors and EO Leaders. EOAs and EOLs will assist commanders in conducting surveys and assess the organizational climate. They will also collect, organize, and interpret demographic data concerning all aspects of EO climate assessments. EOAs/EOLs will assist commanders in addressing EO climate detractors.

5. I fully support the EO program and demand the same level of support from my subordinate commanders and leaders at all levels to assess their organizations, and take appropriate action to maximize unit readiness.

6. Proponent. The proponent for this policy is Eighth Army Equal Opportunity Office. Contact the proponent at commercial 011-822-7913-8524/8446 or DSN (315) 723-8524/8446.

BERNARD S. CHAMPOUX
Lieutenant General, USA
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