

To the Chain of Command:

The Secretary of the Army Senior Review Panel conducted one of the most extensive reviews of the human relations climate our Army has ever done.

The Senior Review Panel report identified problems with the Army's Equal Opportunity program and made recommendations about Equal Opportunity Advisors (EOAs). The Army's senior leaders have already taken actions to improve the program. Some are:

- . Centrally manage and select EOAs
- . Demographically align EOAs with the population of the US Army to eliminate the perception that the program is run by women and minorities for women and minorities
- . Enforce EOA selection criteria to ensure only the best-qualified, highly-competitive soldiers are chosen as EOAs
- . Require MACOMs to report to PERSCOM when EOAs no longer meet established criteria (e.g. if they are no longer deployable or able to meet height/weight standards, etc.)
- . Increase Army population of EOAs to 500 to ensure that all brigade and brigade-equivalent commanders have an EOA assigned to their units
- . Increase EOA officer rank structure at division, brigade and corps level to affect better coordination between EOA and commander
- . Establish timelines for EO complaint appeals
- . Develop a new command climate assessment tool to enable commanders to better determine their unit's climate of command and identify weak areas that need fixing or extra attention

Commanders have a very important role to play in making the EOAs more effective and efficient. The Army provides EOAs as a resource to help manage the Equal Opportunity program in units. Effective use of EOAs means they must have access to the to you. EOAs are "eyes and ears" for the command but if they can't tell what they see and hear, commanders are wasting a valuable resource. Your EOAs then become "eyes and ears" without a voice. Open your door to them. Give them a viable speaking part during staff meetings. Have them work closely with the CSM and the Chaplain so they may share their perceptions of the command climate.

Set clear goals and objectives for the EO program and ensure that your guidance is known throughout the command. The EO program and the EOA need to have visibility in the unit. By increasing their visibility, you demonstrate commitment to the EO program and to the EOA's support of your program.

The Consideration of Others program will provide us a mechanism to ensure that the human dimension of warfare is not forgotten in our quest for combat readiness. The Equal Opportunity Advisor (EOA) is key to the successful

implementation of the Consideration of Others program.

The Army has already initiated a comprehensive training program to ensure that all EOAs are prepared to provide invaluable expertise to you in executing the Consideration of Others program. In December, the Army conducted initial training for 160 EOAs on the concept of the program, facilitation skills, their role in executing the program, how they can assist you in developing a viable program and the importance of the human dimension of warfare. The program of instruction at the Defense Equal Opportunity Management (DEOMI) Institute is being modified to ensure that all EOA selectees receive two days of training on Consideration of Others.

This formal training, combined with the rest of the DEOMI curriculum, will ensure that your EOA is a subject matter expert on the Consideration of Others program and is fully prepared to provide guidance to you for the successful execution of your program.

Human relations is a very important part of combat readiness. The EOA is a readiness multiplier. Through proper support, utilization and recognition of the EOA, you can positively affect the human relations climate in your unit.

Soldiers are our credentials.

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