



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
HEADQUARTERS, 12TH COMBAT AVIATION BRIGADE
ANSBACH ARMY HELIPORT, GERMANY
APO AE 09177-8710

AETV-CAB

9 July 2013

MEMORANDUM FOR All 12th Combat Aviation Brigade (CAB) Military and Civilian Personnel

SUBJECT: 12th CAB Command Policy Letter 4, Equal Employment Opportunity (EEO) and the EEO Discrimination Complaint Process

1. Our employees are critical to our Army's mission readiness, and the way we treat them directly affects their performance. For employees to achieve excellence and reach their potential, their workplace must be an environment of mutual respect, dignity, and fair treatment. To create and foster this kind of environment, leaders at all levels must ensure employment decisions are based solely on merit. In addition, leaders must integrate equal employment opportunity (EEO) objectives into their strategic objectives and daily management practices. I will not tolerate decisions based on unlawful discrimination!
2. To develop a diverse workforce representative of our Nation's civilian labor force, leaders must identify, assess, and remove all barriers to allow for equal participation at all levels of the workforce. This will help ensure qualified applicants and employees are free to compete for job opportunities and take part in workforce development to the fullest extent possible.
3. The EEO pre-complaint process, which is outlined in the enclosure, was established by law to provide a forum for processing EEO complaints by using the chain of command or addressing them through the servicing EEO, legal, or personnel office or through inspector general channels. All personnel must be allowed to report discrimination or harassment without fear of reprisal. I strongly encourage using alternative dispute resolution to resolve EEO complaints early in the process. Managers will participate in alternative dispute resolution if it is initiated.
4. I will not condone unlawful discrimination and harassment in any form, and I will not allow discriminatory factors or practices to be part of the decision-making process. Adherence to the principles of EEO protects and preserves human dignity and respect in the workplace.

WINGS OF VICTORY!

VINCENT H. TORZA
COL, AV
Commanding