



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, 3<sup>rd</sup> Battalion 381<sup>st</sup> Regiment (TS)  
310 Armed Forces Drive  
GRAND PRAIRIE, TEXAS 75051

REPLY TO  
ATTENTION OF

AFKR-TTC-BD-DBN

27 April 2004

MEMORANDUM FOR ALL PERSONNEL

SUBJECT: Battalion Policy Letter #6: Human Relations Action Plan

1. References: Fifth Army Regulation Number 600-4, dated 1 April 1998.
2. Purpose: This memorandum establishes specific responsibilities, and identifies key actions concerning the 2<sup>d</sup> Brigade 75<sup>th</sup> Division's Human Relations Action Plan (HRAP). This plan complements and implements the Department of the Army (DA), Forces Command (FORSCOM) Human Relations Action Plan and Fifth Army Plans. This plan establishes minimum requirements. Commanders at all levels are responsible for taking actions to develop a positive command climate, prevent discriminatory practices, promote harmony and take corrective actions as necessary.
3. Components: The Fifth Army and 2<sup>d</sup> Brigade 75<sup>th</sup> Division plan has five key Components:
  - a. Leadership Training
    - (1) Appointment and training of Equal Opportunity Advisor (EOA) and Equal Opportunity Representatives (EORs).
    - (2) Review of DA Publication "Leadership and Change ... in a Values Based Army".
    - (3) Review of "Living Army Values" video.
    - (4) Review of CSA guidance.
    - (5) Consideration of Others Methodology/Overview briefing.
  - b. "Consideration of Others" Program
    - (1) Methodology briefing to leaders.
    - (2) Survey/assessment of command.
    - (3) Identification of training needs.

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- (4) Small group instruction (education and awareness) to be held to a minimum of two hours per quarter.

c. Policy Compliance

- (1) DA Regulations.
- (2) FORSCOM HRAP.
- (3) Commander's policy memorandums on Equal Opportunity, Sexual Harassment, and Affirmative Action Plan.
- (4) Fifth U.S. Army HRAP.
- (5) Quarterly EO Narrative and Statistical Report (DA Form 7280).
- (6) Complaint actions.

d. Assessments

- (1) Teambuilding workshops.
- (2) Use of various DA survey instruments (See Appendix A).
- (3) IG sensing sessions.
- (4) IG compliance inspections.
- (5) EOA Staff Assistance Visits.
- (6) Commander-led sessions.

e. Special Events

- (1) Special and Ethnic observances.
- (2) American heritage events (i.e., Memorial, Flag, Independence, and Veterans Day celebrations).

4. In order to implement and execute these components, subordinate commanders and staff must complete the tasks specified below

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- a. 2<sup>d</sup> Brigade 75<sup>th</sup> Division EOR will: Conduct staff assistance visits to subordinate units.
- b. Battalion Commanders will:
  - (1) Execute HRAP within brigade.
  - (2) Ensure appointment of at least one EOR for each battalion in the command. Where possible, arrange EOR training with supporting installation EOA.
  - (3) Implement the “Consideration of Others” Program for the Brigade. Training will be conducted at least two hours per quarter. See “Consideration of Others” handbook and policy for specifics.
  - (4) Attend, if not conduct, interactive and discussion based human relations training, such as “Consideration of Others” training.
  - (5) Ensure video “Living Army Values” and DA Publication entitled “Leadership and Change...in a Values Based Army” are reviewed by all unit members.
  - (6) Ensure unit climate assessments are conducted within 90 days of assuming command and at least annually thereafter, using the DA Command Climate Survey (see Appendix A).
  - (7) Use other available climate surveys as necessary.
  - (8) Conduct at least one commander-led sensing session per quarter. Focus of sessions and follow-up actions are as determined by commanders. Teambuilding workshops with a human relations focus, conducted by the Qualities and Initiatives Office will meet the requirement for “Consideration of Others” training for the quarter in which the workshop is held.
  - (9) Provide command emphasis and support for DoD Ethnic or American heritage observances. Plan and conduct observances as appropriate.

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- (10) Where available, coordinate directly and arrange for installation EO support with the local installation EOA, including support for complaint procedures.
  - (11) Conduct all AR 350-1 required EO related training.
  - (12) Publish and post written command policy statements for EO, the prevention of sexual harassment, and equal opportunity complaint procedures.
  - (13) Compile and forward information to the Fifth U.S. Army EOA (AFKB-PR-E) for the Quarterly EO Narrative and Statistical Report.
  - (14) Ensure commanders review CSA's written guidance and review "Consideration of Others" methodology found in front of the CO2 handbook.
5. Commanders at all levels are responsible for taking actions to develop a positive command climate, prevent documentary practices, promote harmony and take corrective actions as necessary.
  6. Ready and Alert!

FERNANDO GUTIERREZ  
LTC, QM  
Commanding