



REPLY TO  
ATTENTION OF:

DEPARTMENT OF THE ARMY  
HEADQUARTERS, U. S. ARMY EUROPE REGIONAL MEDICAL COMMAND  
CMR 442  
APO AE 09042

MCEU-EO

26 September 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: ERM Command Policy Letter 7, Equal Opportunity

1. I am committed to Equal Opportunity (EO) for every member of this Command. Our mission requires mutual trust and unit cohesion. Those essential elements can only be attained where there is confidence in fair treatment and respect for individual aspirations.
2. Commanders are the EO Officers for their organizations and units. I expect every member of the chain of command to be attentive to safeguarding the legitimate rights of every individual, just as I expect the chain of command to ensure that all soldiers (of all ranks) do their duty.
3. I want unit commanders to announce clearly to their command the high standards of conduct they expect, and to take appropriate action when incidents of racial or sexual prejudice or harassment occur. I expect the chain of command to be well informed on EO matters and to set the example.
4. I encourage Commanders, Department/Activity Chiefs to be proactive in helping our soldiers to solve problems as soon as possible. Assistance is also available in resolving soldiers' problems from the Inspector General, Command Judge Advocate, Chaplain and Equal Opportunity Office. The Europe Regional Medical Command Affirmative Action Plan is the management tool Department/Activity Chiefs will follow to ensure fair and equal treatment for all. Candid and open channels of communication are essential to foster an atmosphere of growth and participation by the entire health care team.

A handwritten signature in black ink, appearing to read "Elder Granger".

ELDER GRANGER  
Brigadier General, USA  
Commanding

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