



**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 #2: Equal Opportunity Policy

1. References:

- a. DOD Policy Letter, dated 14 Oct 98
- b. FORSCOM Policy Letter, dated 28 Jan 00
- c. Fifth Army Policy Letter, dated 28 Aug 00

2. As your Commander, I'm committed to ensuring that equal opportunity and treatment exists for all soldiers and their families regardless of race, color, religion, national origin, or gender. This applies to all on and off-post facilities, duty areas, and living conditions.

3. Equal and fair treatment of all personnel positively influences both morale and discipline. As such, it is a key element in the successful completion of our mission.

4. As the Commander, I expect every member in the chain-of-command to protect the rights of all personnel. Anyone who engages in discrimination based on race, color, religion, national origin, or gender will be immediately subjected to disciplinary action, which could include administrative action or punishment under the UCMJ.

5. Any soldier who believes himself or herself to be the victim of discrimination for any of the above cited reasons, or who has direct knowledge of discriminatory acts, should report these violations immediately through the chain-of-command.

6. Ready and Alert!

FERNANDO GUTIERREZ  
LTC, QM  
Commanding