

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

12 JUL 1991

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
COMPTROLLER
GENERAL COUNSEL
INSPECTOR GENERAL
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES
PRESIDENT, UNIFORMED SERVICES UNIVERSITY OF
THE HEALTH SCIENCES
DIRECTOR, OFFICE OF CIVILIAN HEALTH AND MEDICAL
PROGRAM OF THE UNIFORMED SERVICES
COMMANDER, ARMY AND AIR FORCE EXCHANGE SERVICE

SUBJECT: Department of Defense Strategies to Eradicate Sexual
Harassment in the Military and Civilian Environment

Survey research on sexual harassment of civilian and military personnel within the Department of Defense (DoD) confirms a need to take stronger action against this form of discrimination. The cost of sexual harassment is high, in reduced mission effectiveness, in the suffering of victims, and in wasted resources. We must redouble our efforts to provide an environment free of sexual harassment across the Department.

To that end, I direct each DoD Component to implement a program to underscore that sexual harassment will not be tolerated. At a minimum, your program must incorporate the following actions:

- o Continue to issue clear policy statements annually that explain sexual harassment and reaffirm that sexual harassment will not be tolerated.
- o Require training programs at all levels of leadership, and for all civilian and military personnel, with special emphasis on co-workers, to teach our people how to identify and prevent sexual harassment. (The current definition of sexual harassment, as contained in the Secretary of Defense memorandum of July 20, 1988, is attached.)

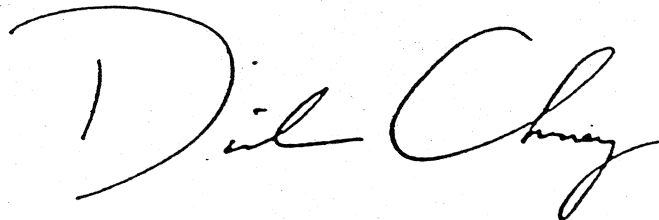
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- o Establish quality control mechanisms (e.g., unit climate assessments) to ensure that sexual harassment training is working for military and civilian personnel.
- o Make prompt, thorough investigation and resolution a priority in every sexual harassment complaint.
- o Establish procedures to hold every commander, supervisor, and manager accountable for providing guidance to their subordinates on what constitutes sexual harassment and how DoD personnel may seek redress if they believe they are victims.
- o Make sexual harassment prevention and education a special interest item for review in appropriate IG inspections/visits of DoD facilities/agencies.
- o Inform DoD personnel, military and civilian, that failure to comply with these guidelines will be reflected in annual performance rating and fitness reports and may lead to the loss of benefits and the imposition of penalties.

Please provide a report on your plans to implement this memorandum to the Assistant Secretary of Defense for Force Management and Personnel within 30 days. This report should include a record of accomplishments as well as plans for the future. Provide update reports on your progress and the effectiveness of your programs every year until further notice.

I depend on your personal involvement to make this program work.

Attachment:
As stated

A handwritten signature in black ink, appearing to read "Dick Cheney". The signature is written in a cursive style with a large, sweeping initial "D".