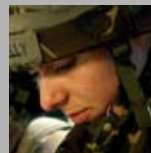
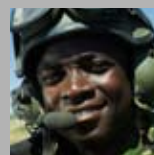


The Chief of The General Staff's EQUALITY AND DIVERSITY DIRECTIVE FOR THE ARMY



Chief of the General Staff

Foreword



Respect for others is one of our Army Core Values, so it should be no surprise to anyone that I am personally committed to Equality and Diversity which provides the moral underpinning of our Operational Capability and is a leadership issue. I expect commanders at every level to set the highest standards and to ensure that everyone lives by the key imperative to respect fully all others in the Army and those with whom they come into contact on a daily basis.

Equality and Diversity which provides the moral underpinning of our Operational Capability



The Army views Equality and Diversity as critical components in the generation and maintenance of Operational Effectiveness, and not for reasons of political correctness. It values the inherent qualities in every individual, respects their differences, and enables them to make the selfless commitment that the Army demands in the knowledge that they will be treated fairly.

This approach recognises and values differences between people, focusing on the individual, their potential, and what they can contribute. The Army defines the notion of diversity as something that explicitly recognises differences. People are valued for their differences and feel valued.

Making this happen is the job of commanders, but every officer and soldier in the Army bears responsibility for their own behaviour and its effect upon their colleagues. I see Equality and Diversity as part of normal command business linked inextricably to operations and training.



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Our values and standards of selfless commitment, courage, discipline, integrity, loyalty and respect for others must be upheld at all times. It is this last value which is so important in ensuring that every member of the Army, whatever his or her colour, race, religion, belief, gender, sexual orientation, or disability feels an equal part of our collective enterprise. I expect everyone in the Army to be treated fairly, with dignity and respect.

Intent

The Army must attract and retain sufficient, capable and motivated people. It must be an Army that is disciplined and fair, where commanders lead by example, where the working environment is free from harassment of any sort, and where subordinates know that they are truly valued as individuals and are rewarded for the job that they do. This must be transparently so, in order to sustain the trust and confidence of those who serve, and to demonstrate to those who observe us from outside that the values we have set ourselves are upheld. The Army's reputation in this regard must be second to none.

truly

Ends

**respect for the
populations we
protect**

Getting Equality and Diversity right contributes to the generation of properly trained and motivated forces; it strengthens the moral component. Operationally, we face increasingly complex challenges worldwide, particularly when dealing with people of different cultures, traditions and language. The ability to draw on a diverse population from society and from within our own ranks will help us to meet those challenges. Across the United Kingdom, members of every community must be able to look at their Army and know that we defend their interests and values, and that they would be welcomed in our ranks if they can meet our standards.



valued as individuals



defend
their
interests
and values

Respect for each other and for our individual differences should extend to respect for the populations we protect and for those in the overseas countries where we train. It should extend to enemy combatants whom we have defeated and captured in combat. The way we behave must contribute at all times to upholding the reputation of the British Army as a wholly professional force.

Ways

Policy The law provides a backdrop to the way we must treat each other, but recognises our need as an Army to be different. We uphold values and standards that are more rigorous than some civilian norms, while acknowledging that attitudes in society are always changing. Our employment and personnel policies are shaped by principles of fairness and transparency, and take account of reasonable expectations, but must meet the needs of the Army. Everyone engaged in the writing of policy is to consider its potential impact on every individual, including those who belong to minority groups.

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Training Our training should make clear to everyone the standards of behaviour expected, and should be reinforced by example. Annual training for all ranks is to be conducted by their commanders. This is laid out in MATT 6 (Values and Standards), and starts in Phase 1 of recruit training. It is not to be delegated outside the immediate chain of command. There is a direct responsibility on formation and unit commanders to ensure that their officers and SNCOs understand fully the Army's Equality and Diversity policies. The basic tools are provided in regulations and training aids, but commanders must take ownership and tailor training to the particular circumstances of their command. In particular the link between Leadership, our set of core Values and Standards, and Equality and Diversity, are to be emphasised during training.

Ways

Recruiting

In our recruiting efforts we must take account of the differing beliefs and attitudes of diverse sectors of society. We must demonstrate to our domestic population that we are an inclusive organisation where every soldier, no matter what his or her background, is welcomed and given every chance to succeed. The United Kingdom and the countries from which we recruit are diverse and culturally rich societies. If we are to enjoy their support, and attract high quality recruits, we must be able to demonstrate that everyone joining or already serving in the Army will be treated fairly, and given the opportunity to make the most of the talents that they possess.



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Retention

We make a huge investment in training over the lifetime of individuals' careers, and we will only get an adequate return on our investment if they choose to stay with us. We will have failed if unfair treatment, or a feeling that an individual is not valued, is given as a reason for leaving the Army prematurely.

Means

Complaints We do not want to foster a complaints culture but everyone needs to have the confidence to tell someone in authority if they feel that they have been unfairly treated and have the confidence that they will be listened to and their complaints dealt with properly. In particular complaints are to be dealt with quickly, at the lowest appropriate level and sensitively. All complaints are to be recorded and the details reported accurately in accordance with extant policy, and the outcome of any procedure must remedy the situation.

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Internal and External Communications

Openness and transparency will eventually build trust if our policies are working. External communication should continue to highlight success, and we must acknowledge setbacks and show how we learn from mistakes. Benchmarking against other organisations is an important part of our communication strategy. Internal communications should also acknowledge areas of concern and how they are being managed.

Means

Individual Training

Equality and Diversity Training Objectives have been incorporated into Officer Career Development and the Command, Leadership and Management courses. These build on the training given to officer cadets and recruits, and the annual training that all soldiers receive. In addition, Officer Cadets are to be trained at RMAS to deliver Equality and Diversity training to their own troops.

deliver
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Recruiting

Recruiting activity should consider the moral standards required of anyone wishing to enlist, whatever their background, as well as the opportunities and benefits of a career in the Army. We must emphasise we are an organisation that upholds particular Values and Standards, and behaviours that contravene these are totally unacceptable and will not be tolerated. The conduct of every individual, both on and off duty, can help to build our reputation, and therefore further encourage recruiting. All personnel involved in regional recruiting are to seek to identify and understand the aspirations, and perceived obstacles to enlistment, in all of the populations with which they work. Everyone involved in recruiting must be totally conversant with, and uphold, the Army's values and standards, and its approach to Equality and Diversity.

Seminars and Updates

Annual seminars are to be held at formation level to update commanders on policy developments and assist them in designing effective training programmes. Periodic newsletters, updates and briefings will emanate from DM(A)'s Employment Branch.

Senior Officers

All Brigadiers and above are to attend the senior officers course at JEDTC on appointment, and a refresher course every 4 years. Officers at Colonel rank who have command responsibility, or who are responsible for supervision of civilian staff, should also attend.



Disciplinary and Administrative Action

Procedures for administrative action set out in AGAI 67 give commanders at every level additional means to deal with inappropriate behaviour, and every effort must be put into generating confidence in this process. All instances of unfair treatment, and every complaint, must be investigated and appropriate action taken.

Tasks

The following are specific tasks for the Army:

CinC LF CinC LF is responsible for the implementation and monitoring of Equality and Diversity policy for the Army, in consultation with MOD staffs. He is to report to the Executive Committee of the Army Board on progress in the Equality and Diversity aspects of recruiting, individual training, representation, and the management and resolution of complaints.

CinC LF is to ensure that Formation Commanders and Commanding Officers implement the Army Equality and Diversity Action Plan as endorsed by the Executive Committee of the Army Board. Formation Commanders and Commanding Officers are to ensure that this is brought to the attention of all ranks through their own Action Plans, Routine Orders, unit training, or whatever means commanders consider appropriate, and they are to:

Appoint Equality and Diversity Advisers (EDAs) and Harassment Investigation Officers in accordance with JSP 763 (MOD Harassment Complaint Procedures).



Ensure that the careers of every officer and soldier under their command are managed with due regard to openness, fairness, clarity and equality of opportunity.

Comply with MATT 6 (Values and Standards) and Work Place Induction Programme

Ensure that the soldiers and civilians under their command are aware of the options open to them if they wish to complain about any breach of the Army's Equality and Diversity policies. For uniformed personnel and civilians the procedures are set out in JSP 763 and specifically for military personnel in JSP 831 (Redress of Individual Grievances: Service Complaints)

Ensure that complaints are taken seriously and investigated thoroughly and swiftly, using the Equal Opportunities Inquiry Team (EOIT) where appropriate. Subsequent actions must support the policy of zero tolerance of any form of discrimination, harassment or intimidation.

CinC LF is to ensure that through two-star governance the Arms and Service Directors monitor and understand ethnic minority representation in their Regiments and Corps. He is to include Equality and Diversity in his Communications Strategy.

AG AG is responsible for the formulation and development of Equality and Diversity policy, including career policy and management aspects. As the Army Inspector, he will ensure the delivery of appropriate assurance, regulation, evaluation and audit through the Competent Army Authorities and Inspectorates, for all Army activity across Defence. AG is to report on Equality and Diversity compliance in his annual Inspector's Report to the Executive Committee of the Army Board.

ACGS ACGS is to ensure that the importance of Equality and Diversity is reflected in the Army Plan and he is to include Equality and Diversity in his Communications Strategy.

Endnote

The British Army has a long established reputation for professionalism, tolerance, fairness and decency. We are the custodians of that reputation. Nothing we do while we are serving should damage that reputation, and I insist that all our efforts should be directed at sustaining and improving it. This is a collective responsibility and a collective effort. I want everyone to play his or her part in ensuring that the British Army continues to be held in such high regard, not only in this country, but also throughout the world.



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1 Apr 2008

General Sir Richard Dannatt KCB CBE MC

Chief of the General Staff

