

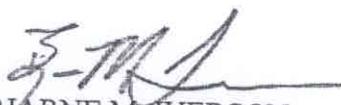
20 July 06

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 1st Engineer Brigade Affirmative Action Plan

1. Department of the Army and the Maneuver Support Center (MANSCEN) and Fort Leonard Wood policy provides an environment ensuring equal opportunity and fair treatment to all soldiers, family members and DOD civilians regardless of race, religion, color, national origin, or gender. The 1st Engineer Brigade Affirmative Action Plan supports the mission of the Army, TRADOC, and the policy of this command.
2. The intent of the Affirmative Action Plan is to assist commanders and supervisors in developing the professional growth and personal development of all soldiers and civilians based on merit, potential, ability, and personal accomplishments. This plan not only identifies areas of concern for commanders and supervisors, but also outlines the survey systems to ensure a healthy equal opportunity climate and a harmonious living environment for all.
3. All commanders, supervisors, and individual soldiers are responsible to support the AAP and ensure its success throughout this installation. Each of us must strive to exhibit a positive and proactive attitude in order to achieve fair and equitable treatment for all personnel.
4. The objectives of the Affirmative Action Plan are to establish goals, responsibilities, guidelines, and fully support the Army's Equal Opportunity Program.
5. It is the policy of this installation to provide equal opportunity, fair treatment, and an environment free of discrimination and sexual harassment, for all military personnel and family members.

Encl
Affirmative Action
Plan


BJARNE M. IVERSON
COL, ENG
Commanding

DISTRIBUTION:
All Brigades, Battalions,
Companies, Detachments,
Tenant Unit, Directorates,
and Personal Staff Offices

1ST ENGINEER BRIGADE
AFFIRMATIVE ACTION PLAN
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Chapter 1
INTRODUCTION

1-1. Purpose. The following represents the 1st Engineer Brigade Affirmative Action Plan (AAP). It sets forth the goals, responsibilities, and policies which promote the Equal Opportunity Program and establishes fair treatment based on merit, potential, ability, and personal accomplishment for all 1st Engineer Brigade soldiers and family members.

1-2. Scope. The AAP is a management document that consists of statements of attainable goals and objectives. This document is required of all Army organizations, commands, and agencies down to brigade (or equivalent) level. This plan outlines the requirements of paragraph 6-13, AR 600-20, and paragraph 1-4d, TRADOC Reg 600-11.

1-3. Applicability. The provisions of this plan apply to:

a. Military personnel of the Active Army assigned to this brigade, U.S. Army Reserve (USAR) and Army National Guard (ARNG) personnel on active duty for training attached to this brigade.

b. Civilian supervisors of military personnel who are assigned or attached to this brigade.

c. Units attached to brigade, addressed as tenant units.

1-4. Explanation of Abbreviations and Terms.

a. Affirmative Action. Actions designed to: (1) prevent personal and institutional discrimination; (2) ensure opportunities for upward mobility for all qualified soldiers regardless of race, color, ethnic background, religion, gender, or national origin; (3) eliminate the effects of past discriminatory practices; (4) infuse affirmative actions into military organizations.

b. Affirmative Action Plan (AAP). A comprehensive management document designed to identify and correct existing inequities in an organization when these inequities are caused by or are related to race, color, gender, religion, ethnic background, or national origin. It contains positive planned actions to identify and correct deficiencies in the present system. It is designed to ensure that each individual is guaranteed equal opportunity for personal and professional growth based on potential and capabilities.

c. Goals. These are general statements of effort based on the organizational environment and support of its mission that specify long-term expectations. Goals do not specify time constraints, assign responsibility for accomplishment, or require frequent change.

d. Objective. This is a statement of intent on the part of the Commander and represents a desired end to be attained with the accomplishment of supportive milestones.

e. Background. The background represents a situation that has been identified as a condition or method of operating within the scope of a given organization that is not supportive of DOD and/or DA policy, or that the continued existence of such conditions and policies does not ensure unbiased, equal treatment and equal opportunity for all people. The background should reflect facts and, if available, statistical data.

f. Milestones. Goals that are realistic and attainable with "good faith" effort and subject to revision. They should facilitate management and be flexible so as to meet changing conditions.

1-5. Objectives. Actions directed herein are designed to:

a. Infuse affirmative actions into the traditional management system by placing the responsibility for affirmative actions into the hands of commanders who in turn implement the action through their functional managers.

b. Correct structural imbalances, eliminate personal and institutional discrimination and ensure opportunities for upward mobility for all qualified personnel.

c. Provide the opportunity and encourage the growth and effective use of the capabilities of all 1st Engineer Brigade soldiers and facilitate the achievement of supporting inter-personal/inter-group relations.

d. Provide a mechanism to assess the 1st Engineer Brigade Equal Opportunity (EO) Program.

1-6. Policy.

a. It is the policy of 1st Engineer Brigade to provide an environment ensuring equal opportunity and treatment to all soldiers and their families regardless of race, religion, color, national origin, or gender.

b. The chain of command is the primary and preferred channel for correcting and/or eliminating discriminatory practices. Although the processing of equal opportunity complaints through the chain of command is strongly encouraged, soldiers may also utilize the following alternative agencies:

- (1) Higher echelon commander
- (2) Equal Opportunity Advisor
- (3) Inspector General
- (4) Chaplain
- (5) Provost Marshal
- (6) Medical Agency Personnel
- (7) Staff Judge Advocate
- (8) Housing Office

c. Equal opportunity activities are based on affirmative action, which produce positive indicators to identify and correct existing, perceived or potential discrepancies and inequities upon this installation.

d. Standards must be maintained at all levels commensurate with the missions of 1st Engineer Brigade. Standards will be established and maintained, dual or sub-standards for any soldier will not be tolerated. All Commanders, Directorates, and Leaders will take appropriate action to provide supplemental training and education for individuals failing to meet the established standards.

1-7. Responsibilities.

a. Brigade Commander: Approve the 1st Engineer Brigade Affirmative Action Plan. Chair the affirmative action plan panel that will provide a quarterly forum for AAP proponents to report on EO matters falling within their functional areas of responsibility.

b. Brigade XO:

(1) Chair the 1st Engineer Brigade Affirmative Action Plan Panel (AAPP) in the absence of the Brigade Commander.

(2) Provide the Brigade Commander with a formal program assessment of the EO environment within the 1st Engineer Brigade.

c. Battalions, Directorates and Personal Staff Offices will:

(1) Serve as panel AAP panel members. The following staff offices are currently proponents/panel members for AAP goals:

- (a) Brigade CSM
- (b) Brigade XO
- (c) Battalion Commanders and CSMs
- (d) Brigade Legal
- (e) Brigade S-1
- (f) Brigade EOA
- (g) Brigade Retention

(2) Have staff responsibility for all EO matters falling within their functional areas of responsibility.

(3) Have responsibility for appropriate AAP goals and reports explained in Chapter 2 of this document.

(4) Monitor subject areas for which they have control/supervision.

d. Battalion Commanders:

(1) Develop and implement individual Equal Opportunity Program which:

(a) Actively seeks identification of detriments to EO.

(b) Initiates actions to remove detriments to EO.

(c) Insures compliance with EO directives from higher headquarters.

(d) Establishes complaint policy and procedures. Publish and post separate policy statements in support of equal opportunity, the prevention of sexual harassment, and equal opportunity complaint procedures.

(e) Insures all policies are displayed in an area where all soldiers can read them.

(f) Insures all unit personnel know complaint procedures and their Equal Opportunity Representatives.

(g) Insures all subordinate units conduct quarterly EO training; report EO training on quarterly training briefs IAW AR 600-20, chapter 6.

(h) Conducts and maintains a record of quarterly EO council meetings.

(i) Insure newly assigned personnel attend the post level Prevention of Sexual Harassment (POSH) class within 30 days of arrival.

(2) Be the proponent for respective actions directed in Chapter 2 of this plan.

e. Equal Opportunity Office:

(1) Have general staff responsibility for all plans, policies, and programs pertaining to the 1st Engineer Brigade Equal Opportunity Program.

(2) Act as the principal advisor to the Brigade Commander on EO matters.

(3) Implement Department of the Army, TRADOC, MANSCEN and FLW EO, and 1st Engineer Brigade policies, programs, and procedures.

(4) Assist in inspections of subordinate commands as part of the Organizational Inspection Program (OIP).

(5) Develop, coordinate, and monitor the implementation of the AAP for this brigade.

(6) Coordinate, assist, and support the Battalion level Equal Opportunity Representatives (EOR) in the implementation of the EO program.

(7) Review the effectiveness of goals annually and recommend revisions where appropriate.

1-8. References.

- a. DOD Directive 1350.2, The Department of Defense Equal Opportunity Program, 1995
- b. AR 600-20, Chap. 6, Army Command Policy, 1999
- c. AR 210-50, Army Housing Referral Service Program, 1999
- d. DA Pam 600-26, The Department of the Army Affirmative Action Plan, 1999
- e. TRADOC Reg. 600-11, TRADOC Affirmative Action Plan, 1999
- f. United States Army Maneuver Support Center Equal Opportunity Plan 2005

Chapter 2 Assessment and Reporting

2-1. Measurement.

a. Measurement is the goals of an installation relating to mission accomplishment. These goals are the essential elements of affirmative action management and will be used for all areas that have quantifiable goals.

(1) Compare actual results achieved with affirmative action goals. Measurement provides a basis to:

(a) identify trends

(b) highlight differences

(2) Data collection provides a necessary management tool for assessment of affirmative action management efforts, highlights progress, and identifies problem areas. Attitude, perception, experience, and management judgment must be considered by commanders in assessing equal opportunity progress and identifying problem areas.

b. Measurement Technique. Representation Index (RI). The RI can be used to measure change and effects of what has occurred; it does not determine causes. Use the Representation Index as a measurement technique in this AAP. A condensed explanation of this technique is at appendix A.

2-2. Reporting Requirements.

a. Each Battalion within this Brigade will collect and tabulate the following data by REDCAT and gender:

(1) Unit demographics: All permanent party officers, warrant officers, and enlisted soldiers.

(2) Military Justice: Summary, Special, General Court Martial, Field Grade, Company, and Summary Article 15s.

(3) EO program staffing: Demographics of unit level EORs.

(4) EO Complaints: Formal complaints will be forwarded to the Bde EOA and the MANSCEN EO office. Informal complaints will be verbally reported.

(5) Entry Level Separations: All entry-level separations and discharges

(6) Promotions: Eligible primary and secondary zone soldiers for E5 and E6.

(7) Retention: Permanent party reenlistment and separations

(8) Awards: AAM, ARCOM, MSM for achievement, service, and retirement

(12) TRADOC Regulation 350-6 Violations: Report demographics of all alleged perpetrators and victims.

b. Reporting:

(1) Subordinate units, detachments, directorates, and personal staff offices will submit reports to their respective Battalion EOR at the end of each month/quarter. Information will be compiled and sent electronically to the Brigade EO office. Each battalion/or equivalent will forward a hard copy memorandum signed by the Commander stating that the report has been reviewed prior to its submission.

(2) Statistical analysis and consolidation of reports will be performed by the Brigade Equal Opportunity Advisor (EOA). Monthly reports will be submitted by the 1st of the month following the end of the reporting period. Quarterly reports will be reported by the 15th of the month following the end of the quarter.

(3) The 1st Engineer Brigade EO Panel (composed of the Brigade Commander, Brigade CSM, Brigade XO, Battalion Commanders and CSMs, Brigade EOAs, Brigade Retention, S-1, and Legal will meet quarterly to discuss trends, areas of concern, and corrective actions. This meeting will normally occur during the third month of each quarter, after the unit reports have been consolidated.

c. Proponents. Proponents have the responsibility for AAP goals in their functional areas. This responsibility includes:

(1) Determining whether the AAP goal has been achieved.

(2) Provide reasons why a goal was not achieved.

(3) Action(s) planned to achieve and/or modify goals.

Chapter 3
AFFIRMATIVE ACTION GOALS

3-1. General.

- a. This chapter contains the 1st Engineer Brigade AAP goals.

3-2. Format. An explanation of the format elements contained in the AAP is as follows:

- a. Goal. This is a statement of intent on the part of the Commander and represents a desired effect to be attained with the accomplishment of supporting objectives and milestones.

- b. Background. The background is a description of a situation that has been identified as a condition or method of operation within the scope of a specific organization or staff that is not totally supportive of higher headquarters policy, or that the continued existence of such conditions and policies does not ensure the unbiased, equal treatment, and equal opportunity of all people. The background should reflect facts and, if available, statistical data.

- c. Objectives/milestones.

- (1) Objectives/milestones are arranged in a timetable format to facilitate management effort. They are not ceilings, nor are they base figures that are to be reached at the expense of requisite qualifications. In affirmative actions efforts, objectives/milestones are not quotas.

- (2) Goals should be realistic and attainable with "good faith" effort, time phased, measurable and within the span of control or responsibility of the commander who will sign the AAP.

- (3) Objectives/milestones development responsibilities and accountability for affirmative actions and goals will be with the command or staff agency's functional manager or proponents with the resources and authority to control or influence the outcome of specific affirmative actions.

- d. Timetable and reporting schedule. Timetable and reporting schedule will be used in conjunction with primary management tools for the AAP reports. The timetable and reporting schedule may use fiscal year or calendar year requirements for its timetable. The reporting

schedule may be expressed in quarters or in specific day, month, and year (most desirable). Higher headquarters dates are suspense dates to subordinates.

e. Proponent. The proponent block must reflect a specific agency designated for each AAP goal. That agency must logically have the inherent responsibility for that goal as desired in applicable directive.

3-3. Goals. The goals of the 1st Engineer Brigade AAP are contained on pages 3-3 thru 3-14.

INDEX OF AFFIRMATIVE ACTION GOALS

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SUBJECT: UNIT DEMOGRAPHIC PROFILE

NUMBER: 001

GOAL

Report the composition of permanent party officers, warrant officers, and enlisted soldiers (by grade, REDCAT, and gender).

BACKGROUND

Department of the Army and TRADOC affirmative action plans.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

FY06

1. Determine and report the composition of the brigade by rank, Racial Ethnic Designation Category (REDCAT), and gender.		QTRLY
2. Evaluate and report data during the AAPP.		QTRLY
3. Include statistical analysis in Quarterly Narrative and Statistical Report (QNSR).		QTRLY

PROPONENT

Brigade S-1

SUBJECT: Military Justice

NUMBER: 002

GOAL

Report and evaluate judicial and non-judicial punishment data for disproportionate representation by race, ethnic group, or gender. Work toward ensuring that all soldiers are treated equitably.

BACKGROUND

Non-judicial punishment may be imposed to correct, educate, and reform offenders who the imposing commander determines cannot benefit from less stringent measures. During FY 05&06, there were possible trends in which trainees of a certain race and gender were over-represented in non-judicial punishment.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES	FY 06
1. Review and assemble reports of judicial and non-judicial punishment submitted by units.	QTRLY
2. Compare the number of non-judicial punishments with the expected numbers based upon representation in the installation population of persons of various racial and ethnic groups and both genders.	QTRLY
3. Report data to assess overall representation of the installation in four separate graph and tabular formats. a. Trainee summarized and company grade non-judicial punishment. b. Trainee field grade non-judicial punishment. c. Permanent party summarized and company grade non-judicial punishment. d. Permanent party field grade non-judicial punishment. e. Trainee and permanent party judicial punishment.	QTRLY

PROPONENT

Brigade S-1 and Brigade Legal Clerk

SUBJECT: PROFESSIONAL MILITARY EDUCATION

NUMBER: 003

GOAL

Ensure that academic policies are applied equitably among all students.

BACKGROUND

To ensure academic policies and awards are not inappropriately influenced by REDCAT, gender, religion, or national origin.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

FY 06

1. Review and assemble data of professional development courses for separations and awards.		QTRLY
2. Report student demographic profile by course		QTRLY
3. Evaluate data for significant disproportionate representation.		AS NEEDED

PROPONENT

Brigade S-3

SUBJECT: EQUAL OPPORTUNITY PROGRAM STAFFING

NUMBER: 004

GOAL

Ensure that each company and battalion size unit, to include staff directorates, have a trained Equal Opportunity Representative (EOR). EORs will have successfully completed an 80 hour EORC.

BACKGROUND

The goal of the Army's EO program is to have commanders at all levels maintain a functional and effective program. It is required that all company sized elements and larger, to include directorates with at least ten military personnel, have adequately trained personnel to assist commanders in promoting harmony and carrying out the EO program within their units.

The installation EO office will conduct an EORC quarterly to train staff sergeants through first lieutenants. Selected soldiers must have one year remaining on current tour; and be interviewed and approved by the commander or supervisor. All units/directorates will be notified prior to each course with sufficient time to select qualified course participants.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

FY 06

1. The Brigade EO office will assist installation EO office with the conduct of an EORC.		QTRLY
2. All units/directorates will monitor themselves and send qualified personnel to quarterly EORC in order to maintain adequate staffing.		SUSTAIN
3. Battalions maintain a list of all trained EORs. Report to Bde EOA monthly, identifying any changes in EORs and training needs.		QTRLY
4. Evaluate and report data for significant disproportionate representation according to brigade's demographics.		AS NEEDED
5. Report demographics of all brigade EORs to the installation EO office.		QTRLY

PROPONENT

Brigade EOA, Battalion EORs

SUBJECT: Implementation of the Army Equal Opportunity Program

NUMBER: 005

GOAL

Ensure that no sexual harassment or discrimination exists because of race, religion, color, gender, or national origin.

BACKGROUND

IAW AR 600-20, chapter 6, commanders will ensure that soldiers are fully aware of procedures for obtaining redress of complaints including those against members of the chain of command.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES	FY 06
1. Ensure local unit programs are IAW AR 600-20, chapter 6-14.	QTRLY
2. Develop and maintain procedures for redress of EO complaints.	DAILY
3. Ensure that the procedures are in writing and posted in a location accessible to all soldiers.	DAILY
4. Resolve complaints fairly and as quickly as possible at the lowest appropriate level.	DAILY
5. Report formal complaints, in writing to Bde EOAs and informal complaints verbally. a. EOAs will review complaints IAW AR 600-20. b. Forward a copy of the completed complaint packet to the MANSCEN EO office.	AS NEEDED

PROPONENT

Brigade EOA

SUBJECT: ENTRY LEVEL SEPARATIONS

NUMBER: 006

GOAL

Ensure entry-level separation policies are without regard to ethnic, racial, religious, national origin, and gender group affiliation (s).

BACKGROUND

Entry level separations rates are an area of concern. During FY 05&06, there were possible trends in which trainees of a certain race and gender were over-represented in entry level separations.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

FY 06

1. Monitor and report the demographic representation of entry-level separations in separate graph and tabular form.		QTRLY
2. Evaluate data for significant disproportionate representation.		QTRLY

PROPONENT

Brigade Legal Clerk

SUBJECT: RETENTION

NUMBER: 007

GOAL

Ensure that reenlistment and separation policies are applied to all permanent party soldiers without regard to race, ethnicity, or gender. Review data generated for disproportionate representation among all soldiers, regardless of race, ethnicity, or gender.

BACKGROUND

To ensure reenlistment and separation policies are not inappropriately influenced by REDCAT, gender, religion, or national origin.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES	FY 06
1. Review and assemble data of permanent party reenlistment and separations	QTRLY
2. Compare number of reenlistments and separations with expected numbers based upon representation in the installation population of persons of various racial and ethnic groups and both genders.	QTRLY
3. Report data to assess overall representation of the installation in separate graph and tabular formats.	QTRLY

PROPONENT

Brigade Retention

SUBJECT: PROMOTIONS

NUMBER: 008

GOAL

Ensure that all eligible soldiers in both primary and secondary zones of consideration have an equal opportunity for promotion based on merit. Report and evaluate data for disproportionate representation among all soldiers, regardless of race, ethnicity, or gender.

BACKGROUND

To ensure local promotion policies are not inappropriately influenced by REDCAT, gender, religion, or national origin. The perception among enlisted soldiers in these categories is that the consideration for promotion is based on REDCAT and gender not a measurable standard.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

FY 06

1. Assemble and review demographic data of Specialists and Sergeants eligible for promotion.		QTRLY
2. Compare number of eligible soldiers to the number recommended for promotion in both primary and secondary zones of consideration.		QTRLY
3. Report data to assess overall representation of the eligible population in separate graph and tabular formats.		QTRLY

PROPONENT

Brigade S-1

SUBJECT: AWARDS (AAM, ARCOM, MSM)

NUMBER: 009

GOAL

Ensure that appropriate awards are given to soldiers based on merit and performance.

BACKGROUND

Monitor the demographics of the soldiers receiving awards for each quarter to eliminate perceptual differences.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

FY06

1. Collect data and compare the number of awards, including interim awards, given to the demographics of the brigade in separate graph and tabular form.		QTRLY
2. Evaluate and report data for significant disproportionate representation according to brigade's demographics.		QTRLY

PROPONENT

Brigade S-1

SUBJECT: FLW Reg 350-12 VIOLATIONS

NUMBER: 010

GOAL

Report, identify, and evaluate FLW Reg 350-12 violations for disproportionate representation among all regardless of race, ethnicity, or gender.

BACKGROUND

To ensure that FLW Reg 350-12 violations are investigated consistently among all racial, ethnic, and gender groups.

TIMETABLE AND MILESTONES

OBJECTIVES/MILESTONES

FY 06

1. Review and assemble reports of FLW Reg 350-12 violations.		QTRLY
2. Report the number of FLW Reg 350-12 violations related to equal opportunity.		QTRLY
3. Report data to assess overall representation of the installation in separate graph and tabular form.		QTRLY

PROPONENT

Brigade S-1, Brigade Legal Clerk

Appendix A
Complaint Processing Checklist Commanders/Directors

Sample Format

This checklist outlines the steps required in processing complaints of illegal discrimination based on race, color, religion, gender, national origin, or sexual harassment.

<u>STEP</u>	<u>ACTION BY</u>	<u>DESCRIPTION OF ACTION</u>
1.	CDR/EOA	Receives complaint.
2.	EOA	Determines if the complainant has contacted the chain of command.
3.	CDR/EOA	Advise the complainant of his/her rights and responsibilities.
4.	CDR	Ensures complainant has been sworn to the complaint (Block 9a, DA Form 7279R). Report all formal complaints within 72 hours to the first General Courts-Martial Convening Authority
5.	CDR/EOA	Refer individual to the appropriate commander. Three calendar days to suggest courses of action
6.	CDR/EOA	Inform the complainant's immediate commander that you have talked to the individual and have referred him/her back to the appropriate commander.
7.	CDR	Arrange an appointment with complainant and discuss allegation and courses of action.
8.	CDR	Conduct an inquiry or investigation to allegation/complaint within 14 days. EOR will not conduct inquiries or investigations.
9.	EOA	EOA reviews the findings.
10.	SJA	Admin law reviews the findings.
11.	CDR	Take the following action if the allegation is substantiated and is _____ within the

commander's jurisdiction.

Actions for formal complaint:

- a. Provide written feedback to the complainant.
 - b. Based on findings, take appropriate action.
 - c. Annotate actions taken (or to be taken) on DA Form 7279R, Part III. Specific action taken against the perpetrator will not be annotated.
12. CDR
- a. Informal complaint process is not restricted to specific timelines.
 - b. Refer to higher commander or staff section for resolution.
13. CDR
- Take the following action if allegation is substantiated and is outside immediate commander's jurisdiction:
- a. Refer individual to the appropriate commander.
 - b. Inform complainant that allegation cannot be solved at current level and what disposition is planned.
 - c. Monitor disposition and keep complainant informed.
14. CDR
- d. Inform complainant of the courses of action
15. EOA
- e. Conduct a follow-up assessment, for both substantiated and unsubstantiated complaints, 30-45 days after final decision

Appendix B

REPORTING REQUIREMENTS FOR THE AAP PANEL

The following list contains the reporting requirements and responsible proponent for data utilized during the Affirmative Actions Panel and TRADOC statistical analysis report. Information will be compiled at the 1st Engineer Brigade EOA office and required data will be sent to installation.

STAFF OFFICE	SUBJECT AREA	REPORT REQ.	REMARKS
BDE S-1	1. Unit personnel strengths population by gender. a. Race and ethnic b. Company Commanders c. CSM d. 1SG	Yes QUARTERLY	TRADOC Req.
RETENTION OFFICE	2. Reenlistment a. First Term b. Mid-term c. Careerist d. Barred	Yes QUARTERLY	TRADOC Req.
BDE S-1 BDE PROMOTION CLERK	3. Promotions (Excluding those on standing lists) a. E4 to E5 (primary & secondary zone) b. E5 to E6 (primary & secondary zone)	Yes QUARTERLY	TRADOC Req.
BDE S-1 BDE AWARDS CLERK	4. Awards (AAM, ARCOM, MSM)	YES QUARTERLY	Req.
BDE S-1/BDE LEGAL	5. Military Justice a. Judicial Punishment b. Nonjudicial Punishment	Yes QUARTERLY	TRADOC Req.

STAFF OFFICE	SUBJECT AREA	REPORT REQ.	REMARKS
BDE S-3	<p>6. Equal Opportunity Representatives</p> <p>a. All units/directorates monitor their units/sections and submit names for attendance of EORC.</p> <p>b. Maintain 100% level of trained EORs.</p>	<p>Yes</p> <p>QUARTERLY</p> <p>SUSTAIN</p> <p>SUSTAIN</p>	<p>POST</p> <p>Req.</p>
BDE EOA	<p>7. Complaints</p> <p>a. Results of formal complaints will be forwarded to Post EO office.</p> <p>b. Informal complaints will be handled at the lowest command level possible.</p> <p>c. All complaints will be resolved in a timely manner.</p> <p>d. Informal complaints will be verbally reported to the Bde EOA.</p>	<p>Yes</p> <p>Monthly</p>	<p>TRADOC</p> <p>Req.</p>