



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD  
320 MANSCEN LOOP STE 316  
FORT LEONARD WOOD, MISSOURI 65473-8929

ATZT-EOP-EO

25 MAR 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Maneuver Support Center and Fort Leonard Wood Equal Opportunity Plan (EOP)

1. Department of the Army and the Maneuver Support Center and Fort Leonard Wood policy provides an environment ensuring equal opportunity and fair treatment to all military personnel and DOD civilians regardless of race, religion, color, national origin, or gender. The MANSCEN and Fort Leonard Wood Equal Opportunity Plan supports the mission of the Army, TRADOC and the policy of this command.
2. The intent of the Equal Opportunity Plan is to assist commanders and supervisors in developing the professional growth and personal development of all assigned personnel 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 assigned personnel are responsible to support the EOP 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 Equal Opportunity 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  
EOP

  
RANDAL R. CASTRO  
Major General, USA  
Commanding

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

# UNITED STATES ARMY MANEUVER SUPPORT CENTER



## EQUAL OPPORTUNITY PLAN

**US ARMY MANEUVER CENTER AND FORT LEONARD WOOD  
EQUAL OPPORTUNITY PLAN**

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## Chapter 1

### INTRODUCTION

1-1. Purpose. The following represents the U.S. Army Maneuver Support Center and Fort Leonard Wood (USAMANSCEN & FLW) Equal Opportunity Plan (EOP). It sets forth the goals, responsibilities, and policies that promote the Equal Opportunity Program and establishes fair treatment based on merit, potential, ability, and personal accomplishment for all MANSCEN and Fort Leonard Wood (FLW) military personnel, civilian workforce, and family members.

1-2. Scope. The EOP is a management document that consists of statements of attainable goals and objectives. This document is required for 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, U.S. Army Reserve (USAR), and Army National Guard (ARNG) assigned to this installation, and USAR and ARNG personnel training at this installation.

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

c. Units attached to this installation, addressed as tenant units and interservice detachments.

1-4. Explanation of Abbreviations and Terms.

a. Equal Opportunity. 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 equal opportunity into military organizations.

b. Equal Opportunity Plan. 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 do 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 equal opportunity objectives into the traditional management system by placing the responsibility for 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 MANSCEN and FLW military personnel and facilitate the achievement of supporting inter-personal/inter-group relations.

d. Provide a mechanism to assess the MANSCEN and FLW Equal Opportunity (EO) Program.

1-6. Policy.

a. It is the policy of MANSCEN and FLW 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 measurable actions which produce positive indicators to identify and correct existing, perceived or potential discrepancies and inequities on the installation.

d. Standards must be maintained at all levels commensurate with the missions of MANSCEN and FLW. Standards will be established and maintained; dual or sub-standards for any soldier will not be tolerated. All commanders, directors and leaders will take appropriate action to provide supplemental training and education for individuals failing to meet the established standards.

#### 1-7. Responsibilities.

a. Commanding General: Approve the United States Army Maneuver Support Center and Fort Leonard Wood Equal Opportunity Plan. Chair the Equal Opportunity Plan (EOPP) Panel that will provide a quarterly forum for EOP proponents to report on EO matters falling within their functional areas of responsibility.

b. Chief of Staff:

(1) Chair the USAMANSCEN & FLW EOPP in the absence of the Commanding General.

(2) Provide the Commanding General with a formal program assessment of the EO environment at USAMANSCEN & FLW.

c. Brigades, Directorates and Personal Staff Offices will:

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

- (a) MANSCEN CSM
- (b) School Commandants and Regimental CSMs
- (c) Brigade Commanders/CSMs
- (d) Inspector General
- (e) Reception Battalion
- (f) Military Personnel Office (MILPO)
- (g) MANSCEN EO Office
- (h) Staff Judge Advocate

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

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

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

d. Major Subordinate Commanders:

- (1) Develop and implement individual EOP which:
  - (a) Actively seek identification of detriments to EO.
  - (b) Initiate actions to remove detriments to EO.
  - (c) Ensure compliance with EO directives from higher headquarters.
  - (d) Establish 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) Ensure all policies are displayed in an area where all soldiers can read them.
  - (f) Ensure all unit personnel know complaint procedures and their Equal Opportunity Representatives (EORs).
  - (g) Ensure all subordinate units conduct quarterly EO training; report EO training on quarterly training briefs IAW AR 600-20, chapter 6.
  - (h) Conduct and maintain a record of quarterly EO council meetings.
  - (i) Ensure 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.
- (3) Ensure the major subordinate command EOPs and revisions are submitted to the MANSCEN Equal Opportunity Office (ATZT-EOP-EO) for review and approval upon completion.

e. Equal Opportunity Office:

- (1) Have general staff responsibility for all plans, policies, and programs pertaining to the MANSCEN & FLW Equal Opportunity Program.
- (2) Act as the principal advisor to the Commanding General on EO matters.
- (3) Implement Department of the Army, TRADOC, MANSCEN and FLW EO 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 EOP for this installation.
- (6) Coordinate, assist, and support the Brigade level Equal Opportunity Advisors (EOA) 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, 1990
- e. TRADOC Reg. 600-11, TRADOC Affirmative Action Plan, 1999

## Chapter 2

### Assessment and Reporting

#### 2-1. Measurement.

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

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

- (a) identify trends
- (b) highlight differences

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

#### b. Measurement Technique.

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

#### 2-2. Reporting Requirements.

a. Each brigade within this installation will collect and tabulate the following data by Racial/Ethnic Designation Categories (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) Professional Military Education: Report demographics of all soldiers released from the MANSCEN NCO Academy because of failure to meet course requirements.

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

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

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

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

(9) Retention: Permanent party reenlistment and separations

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

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

(12) Housing Office: Report complaints of discrimination that relate to off post housing.

b. Reporting:

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

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

(3) The MANSCEN EO Panel (composed of the Commanding General, MANSCEN CSM, School Commandants, Brigade Commanders and CSMs, Brigade EOAs, MILPO, SJA, Reception Bn Cdr, and IG representative) will meet quarterly to discuss trends, areas of concern, and corrective actions. This meeting will normally occur during the second month of each quarter, after the unit reports have been consolidated.

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

(1) Determining whether the EOP 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

### EQUAL OPPORTUNITY GOALS

3-1. General. This chapter contains the USAMANSCEN & FLW EOP goals.

3-2. Format. An explanation of the format elements contained in the EOP 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 equal opportunity 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 EOP.

(3) Objectives/milestones develop responsibilities and accountability for equal opportunity 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 equal opportunity actions.

d. Timetable and reporting schedule. Timetable and reporting schedule will be used in conjunction with primary management tools for the EOP 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 EOP goal. That agency must logically have the inherent responsibility for that goal as desired in applicable directive.

3-3. Goals. The goals of the MANSCEN and FLW EOP are contained on pages 3-3 thru 3-14.

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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**

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

**PROPONENT**

BRIGADE S-1, GARRISON CMD EOA, AND MILITARY PERSONNEL OFFICE (MILPO)

**SUBJECT:** Military Justice

**NUMBER:** 002

**GOAL**

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

**BACKGROUND**

Nonjudicial punishment may be imposed to correct, educate, and reform offenders who the imposing commander determines cannot benefit from less stringent measures. During FY 99&00, black male trainees were over-represented in company grade ART 15s.

**TIMETABLE AND REPORTING SCHEDULE**

**OBJECTIVES/MILESTONES**

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 nonjudicial 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, GARRISON CMD EOA, AND STAFF JUDGE ADVOCATE (SJA)

**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**

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**

MANSCEN NCOA

**SUBJECT: EQUAL OPPORTUNITY PROGRAM STAFFING**

**NUMBER: 004**

**GOAL**

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

1. The installation EO office will conduct 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. Maintain a list of all trained EORs. Report to respective Bde EOAs 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 S-3, Commanders

**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**

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 file to the MANSCEN EO office.	AS NEEDED

**PROPONENT**

BRIGADE EOAs

**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 FY00 females were over represented for three consecutive quarters in entry level separations. All other groups were at or under their expected rate. APFT and adjustment difficulties appear to be the primary causes of female entry level separations.

**TIMETABLE AND REPORTING SCHEDULE**

**OBJECTIVES/MILESTONES**

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 S-1, GARRISON CMD EOA, AND MILITARY PERSONNEL OFFICE (MILPO)

**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**

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 S-1, INSTALLATION RETENTION OFFICE

**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**

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**

BDE 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**

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, GARRISON CMD EOA, AND MILPO (Awards)

**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**

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, GARRISON CMD EOA, AND STAFF JUDGE ADVOCATE (SJA)

**SUBJECT:** EQUAL OPPORTUNITY IN OFF-POST HOUSING

**NUMBER:** 011

**GOAL**

For all soldiers to be afforded Equal Opportunity in finding adequate off- post housing regardless of race or gender.

**BACKGROUND**

A perception currently exists that minority soldiers should refrain from seeking housing or conducting business away from the Fort Leonard Wood/Waynesville community, particularly south of the installation and the town of Dixon. Commanders must assist housing officials to dispel this perception. Only then, will all available off-post housing in the area will be suitable to every soldier and his/her family at Fort Leonard Wood.

**TIMETABLE AND REPORTING SCHEDULE**

**OBJECTIVES/MILESTONES**

1. Monitor communities for possible red-zoning and/or discrimination.	DAILY
2. Report all complaints and discrepancies.	AS NEEDED

**PROPONENT**

DPW, HOUSING REFERRAL OFFICE

## 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.
  - d. Inform complainant of the courses of action.
14. EOA
- Conduct a follow-up assessment, for both substantiated and unsubstantiated complaints, 30-45 days after final decision.

## Appendix B

### REPORTING REQUIREMENTS FOR THE EOP PANEL

The following list contains the reporting requirements and responsible proponent for data utilized during the Equal Opportunity Plan Panel and TRADOC statistical analysis report. Information will be compiled at the MANSCEN EO office and required data will be sent to TRADOC.

STAFF OFFICE	SUBJECT AREA	REPORT REQ.	REMARKS
BDE S-1	1. Unit personnel population by a. Enlisted b. Officer c. REDCAT d. Gender	Yes QUARTERLY	TRADOC Req.
RETENTION OFFICE	2. Reenlistment a. First Term b. Mid-term c. Careerist d. Barred	Yes QUARTERLY	MANSCEN 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	MANSCEN Req.
BDE S-1 BDE AWARDS CLERK	4. Awards (AAM, ARCOM, MSM)	YES QUARTERLY	MANSCEN Req.
BDE S- 1/BDE LEGAL	5. Military Justice a. Judicial Punishment b. Nonjudicial Punishment	Yes QUARTERLY	MANSCEN Req.
DPW (HRO)	6. Off Post Housing	Yes ANNUALLY	MANSCEN Req.

STAFF OFFICE	SUBJECT AREA	REPORT REQ.	REMARKS
BDE S-3	<p>7. EORs</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>MANSCEN</p> <p>Req.</p>
BDE EOA	<p>8. 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>

Appendix C  
UNIT PROFILE

UNIT \_\_\_\_\_

AS OF \_\_\_\_\_

	WM	WF	BM	BF	HM	HF	NM	NF	AM	AF	OM	OF
GO												
COL												
LTC												
MAJ												
CPT												
1LT												
2LT												
Total MPC												
WO4												
WO3												
WO2												
WO1												
Total MPC												
E9												
E8												
E7												
E6												
E5												
E4												
E3												
E2												
E1												
Total MPC												
IET Population												

## PROMOTIONS

### MALES

PZ E4 - E5	WM	BM	HM	NM	AM	OM	TOTAL
Eligible							
Boarded							
PZ E5-E6							
Eligible							
Boarded							

### FEMALES

PZ E4 - E5	WF	BF	HF	NF	AF	OF	TOTAL
Eligible							
Boarded							
PZ E5-E6							
Eligible							
Boarded							

### MALES

SZ E4 - E5	WM	BM	HM	NM	AM	OM	TOTAL
Eligible							
Boarded							
SZ E5-E6							
Eligible							
Boarded							

### FEMALES

SZ E4 - E5	WF	BF	HF	NF	AF	OF	TOTAL
Eligible							
Boarded							
SZ E5-E6							
Eligible							
Boarded							

- Report only Soldiers fully qualified for promotion, i.e. not flagged or barred from reenlistment.

UCMJ

PP MALE UCMJ	W	B	H	N	A	O	TOTAL
(SUM)							
(CO)							
(FLD)							
TOTAL							

PP FEMALE UCMJ	W	B	H	N	A	O	TOTAL
(SUM)							
(CO)							
(FLD)							
TOTAL							

IET MALE UCMJ	W	B	H	N	A	O	TOTAL
(SUM)							
(CO)							
(FLD)							
TOTAL							

IET FEMALE UCMJ	W	B	H	N	A	O	TOTAL
(SUM)							
(CO)							
(FLD)							
TOTAL							

PERMANENT PARTY SEPARATIONS

PP MALE

	WM	BM	HM	NM	AM	OM	TOTAL
Chapter 6							
Chapter 9							
Chapter 10							
Chapter 13							
Chapter 14							
Chapter 15							
Chapter 16							
Chapter 18							
TOTALS							

PP FEMALES

	WF	BF	HF	NF	AF	OF	TOTAL
Chapter 6							
Chapter 8							
Chapter 9							
Chapter 10							
Chapter 13							
Chapter 14							
Chapter 15							
Chapter 16							
Chapter 18							
TOTALS							

### IET SEPARATIONS

ELS

IET MALE

REASON	WM	BM	HM	NM	AM	OM	TOTAL
APFT (1)							
BRM (2)							
EOCT (3)							
ACADEMIC (4)							
LACK OF MOTIVATION (5)							
EMOTIONAL (6)							
SOCIOLOGICAL (7)							
TOTALS							

ELS

IET FEMALE

REASON	WF	BF	HF	NF	AF	OF	TOTAL
APFT (1)							
BRM (2)							
EOCT (3)							
ACADEMIC (4)							
LACK OF MOTIVATION (5)							
EMOTIONAL (6)							
SOCIOLOGICAL (7)							
PREGNANCY (8)							
TOTALS							

EPTS

IET MALE

REASON	WM	BM	HM	NM	AM	OM	TOTAL
UPPER EXTREMITY (1)							
LOWER EXTREMITY (2)							
RESPIRATORY (3)							
OTHER (4)							
PSYCHIATRIC ALLERGIES							
EYES							
BACK							
TOTALS							

EPTS

IET FEMALE

REASON	WF	BF	HF	NF	AF	OF	TOTAL
UPPER EXTREMITY (1)							
LOWER EXTREMITY (2)							
RESPIRATORY (3)							
OTHER (4)							
PSYCHIATRIC ALLERGIES							
EYES							
PREGNANCY							
BACK							
TOTALS							

## OTHER

## IET MALE

CHAPTER	WM	BM	HM	NM	AM	OM	TOTAL
Chapter 5							
Chapter 6							
Chapter 7							
Chapter 9							
Chapter 10							
Chapter 13							
Chapter 14							
Chapter 15							
Chapter 16							
Other							
TOTALS							

## Other

## IET FEMALE

CHAPTER	WF	BF	HF	NF	AF	OF	TOTAL
Chapter 5							
Chapter 6							
Chapter 7							
Chapter 8							
Chapter 9							
Chapter 10							
Chapter 13							
Chapter 14							
Chapter 15							
Chapter 16							
Other							
TOTALS							

## AWARDS

### MALE POPULATION

AAM	WM	BM	HM	NM	AM	OM	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

### FEMALE POPULATION

AAM	WF	BF	HF	NF	AF	OF	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

### MALE POPULATION

ARCOM	WM	BM	HM	NM	AM	OM	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

### FEMALE POPULATION

ARCOM	WF	BF	HF	NF	AF	OF	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

### MALE POPULATION

MSM	WM	BM	HM	NM	AM	OM	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							

### FEMALE POPULATION

MSM	WF	BF	HF	NF	AF	OF	TOTAL
ACHIEVEMENT							
SERVICE							
RETIREMENT							
TOTALS							



## Appendix D

### REPRESENTATION INDEX (RI)

Representation index can be used to measure changes in what happens to individual as a result of normal functions of the system. They can be used to identify and provide valuable insights of institutional practices, which are operating to the disadvantage of a particular group of people. The RI does not determine causes nor does it imply any intent to discriminate; rather, the RI measures the effects of what is or what has occurred. Its value lies in that it may be used to isolate particular areas that require closer examination.

- Calculation. RIs are derived from a comparison of the actual number and the expected number of people in a particular situation, i.e., those being selected, promoted, assigned, etc. The following formula is used to develop the RI:

- Representation Index =  $\frac{\text{Actual Number}}{\text{Expected Number}} \times 100 - 100 = \% \text{ over or under representation.}$

- Expected Number

Example. The following results of a hypothetical promotion selection board illustrate how the RI is used:

	Males		
	Considered Eligible	Selected	Selection Rate
White	750	425	56.7%
Black	(b) 160	(f) 60	37.5%
Hispanic	60	10	16.7%
Native American	0	0	0.0%
Asian	30	5	16.7%
Other/Unknown	0	0	0.0%
Total	(a) 1000	(d) 500	50%

From this source data, the RI can be computed by following the procedure outlined below:

Step 1: Find the total number of soldiers considered eligible. (a) 1000

Step 2: Find total number of group (i.e., black males) eligible. (b) 160

Step 3: Determine the expected percentage =  $b/a = 160/1000 =$  (c) 16%

Step 4: Total number selected = (d) 500

Step 5: Expected number of black males =  $c \times d = .16 \times 500 =$  (e) 80

Step 6: Actual number of blacks selected = (f) 60

Step 7: Representation Index =  $(f / e \times 100) - 100 = (60/80 \times 100) - 100 = \underline{-25\%}$

Step 8: Actual number over/under-represented (higher # - lower #) 20

- The resultant percentage means that blacks are under-represented in this selection by 25% (20 black males).
- The percentage does not say anything about what caused the difference. Data from different points in time need to be collected and analyzed in order to discern trends and arrive at conclusions regarding institutional discrimination. The long-term goal is to arrive at that point where the RI approaches zero.
- The RI would have been zero, for example, if the selection rate for blacks had been 80. But, through chance alone, the RI will usually fall on either side of the baseline (over/under). High values (+ or -) at different data points usually highlight problem areas that should be scrutinized by commanders, staff, and managers.

## Appendix E

### Racial and ethnic designation categories (REDCAT)

1. The race or population group and ethnic group designations in tables 1-1 and 1-2 are the standard DOD categories and reporting codes.
2. To avoid double counting of racial and ethnic group statistics, the guide in table 1-3 is provided. REDCAT will be used to display data on race and ethnicity within the U.S. Army.

#### **Table 1-1. Reporting codes-race/population group.**

**Race/population group:** American Indian

**Definition:** A soldier having origins in any of the original peoples of North America

**Reporting codes:** R

---

**Race/population group:** Asian

**Definition:** A soldier having origins in any of the original peoples of Asia, including China, Japan, and Korea.

**Reporting codes:** M

---

**Race/population group:** Black

**Definition:** A soldier having origins in any of the Black racial groups of Africa or other areas.

**Reporting codes:** N

---

**Race/population group:** White

**Definition:** A soldier having origins in any of the original peoples of Europe, North Africa, or Middle East.

**Reporting codes:** C

---

**Race/population group:** Other

**Definition:** A member of a race not included above.

**Reporting codes:** X

---

**Race/population group:** Unknown

**Definition:** Soldiers who do not know their ethnic heritage.

**Reporting codes:** Z

**Table 1-2. Reporting codes-ethnic group.**

**Ethnic group:** Mexican  
**Definition:** Soldiers of Mexican descent.  
**Reporting codes:** 6

---

**Ethnic group:** Puerto Rican  
**Definition:** Soldiers of Puerto Rican descent.  
**Reporting codes:** 4

---

**Ethnic group:** Cuban  
**Definition:** Soldiers of Cuban descent.  
**Reporting codes:** 9

---

**Ethnic group:** Latin American  
**Definition:** Soldiers of Central and South American descent.  
**Reporting codes:** S

---

**Ethnic group:** Other  
**Definition:** Soldiers of Spanish extraction not delineated as Mexican, Puerto Rican, Cuban, or Latin American.  
**Reporting codes:** 1

---

**Ethnic group:** Aleut  
**Definition:** Soldiers of Aleutian descent.  
**Reporting codes:** 8

---

**Ethnic group:** Eskimo  
**Definition:** Does not include Aleuts.  
**Reporting codes:** 7

---

**Ethnic group:** U.S./Canadian Indian tribes  
**Definition:** Soldiers belonging to U.S. or Canadian Indian tribes (other than Aleut or Eskimo).  
**Reporting codes:** 2

---

**Ethnic group:** Chinese  
**Definition:** Soldiers of Chinese descent.  
**Reporting codes:** G

---

**Ethnic group:** Japanese  
**Definition:** Soldiers of Japanese descent.  
**Reporting codes:** J

---

---

**Ethnic group:** Korean

**Definition:** Soldiers of Korean descent.

**Reporting codes:** K

---

**Ethnic group:** Indian

**Definition:** Soldiers from India or of Indian descent.

**Reporting codes:** D

---

**Ethnic group:** Filipino

**Definition:** Soldiers of Filipino descent.

**Reporting codes:** 5

---

**Ethnic group:** Vietnamese

**Definition:** Soldiers of Vietnamese descent.

**Reporting codes:** V

---

**Ethnic group:** Other Asian descent

**Definition:** Soldiers of Asian descent not delineated separately as Chinese, Japanese, Korean, Indian, Filipino, or Vietnamese.

**Reporting codes:** 3

---

**Ethnic group:** Melanesian

**Definition:** Soldiers of Melanesian descent.

**Reporting codes:** E

---

**Ethnic group:** Polynesian

**Definition:** Soldiers of Polynesian descent.

**Reporting codes:** L

---

**Ethnic group:** Other Pacific Island descent

**Definition:** Soldiers of Pacific Island descent, not delineated separately as Melanesian, Micronesian, or Polynesian.

**Reporting codes:** Q

---

**Ethnic group:** Other

**Definition:** A member of an ethnic group not included above.

**Reporting codes:** X

---

**Ethnic group:** Unknown

**Definition:** Soldiers who do not know their ethnic heritage.

**Reporting codes:** Z

---

**Table 1-3. Racial/ethnic designation categories (REDCAT).**

**When race code equals:** R  
**And ethnic codes equals:** 8, 7, or 2.  
**Then report as:** American Indian/Alaskan Native.

---

**When race code equals:** M, C, N, X, or Z  
**And ethnic codes equals:** G, J, K, 5, D, V, 3, E, W, L, or Q.  
**Then report as:** Asian/Pacific Islander.

---

**When race code equals:** N  
**And ethnic codes equals:** X or Z.  
**Then report as:** Black, not of Hispanic origin.

---

**When race code equals:** C  
**And ethnic codes equals:** X or Z.  
**Then report as:** White, not of Hispanic origin.

---

**When race code equals:** C, N, X, or Z.  
**And ethnic codes equals:** 6, 4, 9, S, or 1.  
**Then report as:** Hispanic.

---

**When race code equals:** X or Z.  
**And ethnic codes equals:** X or Z.  
**Then report as:** Other/Unknown.