



DEPARTMENT OF THE ARMY
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
316 MISSOURI AVE, STE 137
FORT LEONARD WOOD, MISSOURI 65473-8929

REPLY TO
ATTENTION OF:

ATZT-EOP-EO

1 October 2006

MEMORANDUM FOR SEE DISTRIBUTION

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

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 MANSCEN and Fort Leonard Wood Equal Opportunity Action Plan support the mission of the Army, TRADOC and the policy of this command.
2. The intent of the Equal Opportunity Action Plan is to assist commanders and supervisors in developing the professional growth and personal development of all assigned personnel based off merit, fitness and capability. 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 EOAP 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 Action Plan are to establish goals, responsibilities, guidelines, which 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


WILLIAM H. McCOY JR.
Major General, U.S. Army
Commanding

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

UNITED STATES ARMY
MANEUVER SUPPORT
CENTER
&
FORT LEONARD WOOD



EQUAL OPPORTUNITY ACTION PLAN
2007

US ARMY MANEUVER CENTER AND FORT LEONARD WOOD
EQUAL OPPORTUNITY ACTION PLAN (EOAP)

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Chapter 1

INTRODUCTION

1-1. Purpose. The following represents the U.S. Army Maneuver Support Center (MANSCEN) and Fort Leonard Wood (USA MANSCEN & FLW) Equal Opportunity Action Plan (EOAP). It sets forth the goals, responsibilities, and policies which promote the Equal Opportunity Program and establishes fair treatment based on merit, fitness, and capability of all MANSCEN and Fort Leonard Wood (FLW) soldiers and family members.

1-2. Scope. The EOAP 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 6-14, AR 600-20 Para (a-d), Para 1-4 and TRADOC Reg 600-11.

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

a. Military personnel of the Active Army assigned to this installation, U.S. Army Reserve (USAR) and Army National Guard (ARNG) personnel on active duty for 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 inter-service detachments.

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. Equal Opportunity Action Plan (EOAP). 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 MANSCEN and FLW soldiers 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 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 MANSCEN and FLW. Standards will be established and maintained, dual or sub-standards for any service member 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. Commanding General: Approve The United States Army Maneuver Support Center and Fort Leonard Wood Equal Opportunity Action Plan. Chair the affirmative action plan panel that will provide a quarterly forum for EOAP proponents to report on EO matters falling within their functional areas of responsibility.

b. Chief of Staff:

(1) Chair the MANSCEN & FLW Equal Opportunity Action Plan Panel (EOAPP) in the absence of the Commanding General.

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

c. Brigades, Directorates and Personal Staff Offices will:

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

- (a) MANSCEN CSM
- (b) School Commandants and Regimental CSMs
- (c) Staff Judge Advocate
- (d) Inspector General
- (e) Reception Battalion
- (f) Military Personnel Office (MILPO)
- (g) MANSCEN EO Office
- (h) 43rd AG Awards Branch
- (i) MEDDAC
- (j) Retention
- (k) Housing

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

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

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

d. Brigade Commanders:

(1) Develop and implement individual EOAP which:

(a) Actively seek identification of detriments to EO.

(b) Initiate actions to remove detriments to EO.

(c) Insure 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) Insure all policies are displayed in an area where all soldiers can read them.

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

(g) Insure 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) Insure newly assigned personnel attend the post level Prevention of Sexual Harassment (POSH) class within 30 days of arrival, located at building 315, Room 227.

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

(3) Ensure the major subordinate command EOAPs 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 EOAP 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, 2006

c. AR 210-50, Army Housing Referral Service Program, 2005

d. DA Pam 600-26, The Department of the Army Affirmative Action Plan, 1990

e. TRADOC Reg. 600-11, TRADOC Affirmative Action 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.

(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 a measurement technique in this EOAP. 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 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.
- (6) EO Complaints: Formal complaints will be forwarded to the BDE EOA and the MANSCEN EO office. Informal complaints will be reported during the quarterly Installation Climate assessment.
- (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
- (12) FLW Regulation 350-6 Violations: Report demographics of all alleged perpetrators and victims.
- (13) 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 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 MANSCEN EO Panel (composed of the Commanding General, MANSCEN CSM, School Commandants, Regimental CSM's, Brigade Commanders and CSM's, SJA, IG, Reception BN Cdr, MILPO, MANSCEN EO office, , Brigade EOAs, Housing, MEDDAC, and Retention) 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 EOAP goals in their functional areas. This responsibility includes:

(1) Determining whether the EOAP 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 ACTION PLAN (EOAP) GOALS

3-1. General.

- a. This chapter contains the MANSCEN & FLW EOAP goals.

3-2. Format. An explanation of the format elements contained in the EOAP 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 EOAP.

- (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 EOAP 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 EOAP 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 EOAP are contained on pages 3-3 thru 3-17.

INDEX OF EOAP 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

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, GARRISON COMPANY S-1, 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.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Review and assemble reports of court martial 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 COMPANY S-1, 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

BRIGADE S-3 and MANSCEN EOA

SUBJECT: EQUAL OPPORTUNITY PROGRAM STAFFING

NUMBER: 004

GOAL

Ensure that each company and battalion size unit, to include staff directorates containing ten (10) or more personnel has 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

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. Brigade EOA's must submit all EOR information into EO data base. Continue to 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, Brigade EOA's

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 packet 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.

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 COMPANY S-1, 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

PROONENT

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 COMPANY S-1, AND 43RD AG(Awards)

SUBJECT: FLW Reg 350-6 VIOLATIONS

NUMBER: 010

GOAL

Report, identify, and evaluate FLW Reg 350-6 violations for disproportionate representation among all regardless of race, ethnicity, or gender.

BACKGROUND

To ensure that FLW Reg 350-6 violations are investigated consistently among all racial, ethnic, and gender groups.

TIMETABLE AND MILESTONES

OBJECTIVES/MILESTONES

1. Review and assemble reports of FLW Reg 350-6 violations.		QTRLY
2. Report the number of FLW Reg 350-6 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 COMPANY S-1, 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

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
3. Conduct periodic evaluations / testing of local realtors.		AS NEEDED

PROPONENT

DEH, HOUSING REFERRAL OFFICE, EOP

SUBJECT: CONDUCT ANNUAL SENIOR LEADER SEMINARS

NUMBER: 012

GOAL:

Conduct annual senior leader seminars, with the full support of DEOMI MTT. Training would be held approximately the same time each year, for the period of two days.

BACKGROUND

According to AR 600-20, Para 6-15, Headquarters elements of unit of actions and higher units will conduct EO prevention/eradication of sexual harassment training (senior leader seminar) minimum once per year. Training will be small group oriented, interactive, and discussion based. Use to determine findings as a result of command climate assessments.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Coordinate for and lock in traditional training dates		ANNUAL
2. Coordinate through DEOMI approximately six months out prior to training event.		ANNUAL
3. Inform all Major Subordinate Commanders (Brigade) upon successful coordination and scheduling.		AS NEEDED

PROPONENT

EXECUTIVE SERVICES, EOP

SUBJECT: RELUCTANCE TO ADDRESS EO / OR SEXUAL HARASSEMENT

NUMBER: 013

GOAL

Ensure that each service member assigned to MANSCEN and FLW, knows and understands their rights regarding, reprisal, and the complaint process. Service members must have a genuine confidence in the chain of command to address and prevent such inappropriate acts.

BACKGROUND

Brigade sensing sessions results demonstrated between 10-20% of personnel assigned to MANSCEN and FLW stated they would not report Equal Opportunity violations or sexual harassing behavior.

TIMETABLE AND REPORTING SCHEDULE

OBJECTIVES/MILESTONES

1. Review and asses unit climate		AS NEEDED
2. Unit leaders must take ownership of this program and ensure that trust and confidence are evident to all service members		AS NEEDED
3. Educate leaders and subordinates on the impacts of not reporting EO/ Sexual harassment issues will have on unit mission and readiness.		AS NEEDED

PROPONENT

EOA's, EOR's, LEADERSHIP AT ALL LEVELS

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>
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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 EOAP PANEL

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

STAFF OFFICE	SUBJECT AREA	REPORT REQ.	REMARKS
BDE S-1	1. Unit personnel strengths population by gender. <ul style="list-style-type: none"> a. Race and ethnic b. Company Commanders c. CSM d. 1SG 	Yes QUARTERLY	TRADOC Req.
RETENTION OFFICE	2. Reenlistment <ul style="list-style-type: none"> 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) <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> a. Judicial Punishment b. Nonjudicial Punishment 	Yes QUARTERLY	TRADOC Req.
DEH (HRO)	6. Off Post Housing	Yes QUARTERLY	TRADOC Req.

STAFF OFFICE	SUBJECT AREA	REPORT REQ.	REMARKS
BDE S-3	<p>7. Equal Opportunity Representatives</p> <ul style="list-style-type: none"> a. All units/directorates monitor their units/sections and submit names for attendance of EORC. b. Maintain 100% level of trained EORs. c. Monitor EOR demographics 	<p>Yes</p> <p>QUARTERLY</p> <p>SUSTAIN</p> <p>SUSTAIN</p>	<p>POST</p> <p>Req.</p>
BDE EOA	<p>8. Complaints</p> <ul style="list-style-type: none"> a. Results of formal complaints will be forwarded to Post EO office, and posted on EO Data base. b. Informal complaints will be handled at the lowest command level possible. Information will be submitted into EO Data base. c. All complaints will be resolved in a timely manner. d. Informal complaints will be verbally reported to the Bde EOA, and submitted to EO Data base. 	<p>Yes</p> <p>Monthly</p>	<p>TRADOC</p> <p>Req.</p>

Appendix C
UNIT PROFILE

UNIT _____

AS OF _____

	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. is 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

CHAPTER TYPE	IET MALE						TOTAL
	WM	BM	HM	NM	AM	OM	
APFT (1)							
BRM (2)							
ECOT (3)							
ACADEMIC FAILURE (4)							
LACK OF MOTIVATION (5)							
EMOTIONAL (6)							
SOCIOLOGICAL (7)							
FAILURE TO ADAPT (9)							
TOTALS							

CHAPTER TYPE	IET FEMALE						TOTAL
	WF	BF	HF	NF	AF	OF	
APFT (1)							
BRM (2)							
ECOT (3)							
ACADEMIC FAILURE (4)							
LACK OF MOTIVATION (5)							
EMOTIONAL (6)							
SOCIOLOGICAL (7)							
PREGNANCY (8)							
FAILURE TO ADAPT (9)							
TOTALS							

EPTS

IET MALE

CHAPTER TYPE	WM	BM	HM	NM	AM	OM	TOTAL
UPPER EXTREMITY (1)							
LOWER EXTREMITY (2)							
ASTHMA/DYSPENSA (3)							
OTHER (4)							
MENTAL (5)							
BEE STINGS (6)							
EYES (7)							
BACK (9)							
TOTALS							

EPTS

IET FEMALE

CHAPTER TYPE	WF	BF	HF	NF	AF	OF	TOTAL
UPPER EXTREMITY (1)							
LOWER EXTREMITY (2)							
ASTHMA/DYSPENSA (3)							
OTHER (4)							
MENTAL (5)							
BEE STINGS (6)							
EYES (7)							
PREGNANCY (8)							
BACK (9)							
TOTALS							

Other

IET MALE

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

Other

IET FEMALE

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

AWARDS

MALE AWARD POPULATION

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

FEMALE AWARD POPULATION

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

MALE AWARD POPULATION

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

FEMALE AWARD POPULATION

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

MALE AWARD POPULATION

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

FEMALE AWARD 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:

AWARDS (Males)

<u>Race</u>	<u>Considered Eligible</u>	<u>Selected</u>	<u>Selection Rate</u>
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 = $(f / e \times 100) - 100 = (60/80 \times 100) - 100 = -25\%$
- 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.