

Military Equal Opportunity



Handbook

20 June 2002

FOREWORD

This Handbook “Fort Huachuca Military Equal Opportunity Handbook,” sets forth goals, responsibilities, and policies that support the Department of the Army (DA) Equal Opportunity (EO) program. It establishes specific actions and responsibilities for management personnel to ensure that all military members are treated with fairness, justice, and equity without regard to race, color, religion, gender, or national origin. This Handbook will not take the place of any existing regulations or policies. The proponent of this handbook is the USAIC&FH Equal Opportunity Office, ATTN: ATZS-ME. Users may send comments and suggested improvements on DA Form 2028 to Commander, USAIC&FH, ATTN: ATZS-ME, Fort Huachuca, Arizona 85613.

This Handbook is available solely on the Fort Huachuca Homepage at <http://huachuca-www.army.mil/EO>

//original signed//
JAMES A. MARKS
Brigadier General, USA
Commanding

Table of Contents

	Paragraph	Page
Introduction		
Purpose.....	1.....	5
Objective.....	2.....	5
Operating Hours.....	3.....	5
References.....	4.....	5
Policy.....	5.....	6
EOA Staffing.....	6.....	13
EOA/EOR Responsibilities.....	7.....	13
Training.....	8.....	15
EO Complaints.....	9.....	19
Off Post Housing.....	10.....	23
Off-Post Activities & Off-Post Actions.....	11.....	24
Staff Assistance Visits.....	12.....	25
Climate Assessment.....	13.....	25
Your Unit, Your Army.....	14.....	26

Appendix A. Ethnic Observances

1. Overview.....	28
2. Ethnic Observances.....	30
3. Scheduling.....	31
4. Checklist.....	33

Appendix B. Quarterly Narrative and Statistical Report

1. QNSR Notification.....	36
2. EOR Information.....	37
3. Monthly Report.....	38
4. Command Profile.....	39
5. Upcoming Training.....	40
6. Training Assessment.....	41
7. Complaint Assessment Roster.....	42
8. Command Endorsement (Company).....	43
9. Command Endorsement (Battalion).....	46
10. Command Endorsement (Brigade).....	49

Appendix C.

Additional Duty Memorandum 53

Appendix D.

Training

1. Equal Opportunity Representative Course (EORC) 55
2. Consideration of Others (CO2) 60

Appendix E. Reprisal Plan

1. Reprisal Plan Checklist 71
2. Reprisal Plan 72

Appendix F. EO Complaints

1. EO Complaint Checklist 75
2. 7279R, Equal Opportunity Complaint Form..... 79
3. 7279-1-R, Equal Opportunity Complaint Resolution Assessment 81

Appendix G.

Complaint Timeline 83

Appendix H.

Staff Assistance Visit (SAV) 84
1. Checklist 85
2. Post Level Notification 95
3. TRADOC Level Notification 97

Appendix I.

Climate Assessment 99

Introduction

1. Purpose:

a. The purpose of the Equal Opportunity (EO) program in the Army is to formulate, direct, and sustain a comprehensive effort that ensures fair treatment of all soldiers based solely on merit, fitness, capability, and potential, which contributes to mission accomplishment, cohesion, and readiness. Equal opportunity is a responsibility of leadership and a function of command. The chain of command, whether military or civilian, is the primary channel for correcting discriminatory practices and for communications on EO matters.

b. The Commanding General (CG) of USAIC&FH specifically tasks commanders, directors, managing staff, and supervisors to give their full commitment and energy to the elimination of all forms of discrimination. They will be relentless in rooting out discrimination, they will be proactive and not reactive, and they must be swift and positive in taking corrective action. Their integrity in this matter must be absolute and they must pledge their full effort to this end.

c. The EO program is an important part of the USAIC&FH effort to accomplish its human relations goals. An effective program is the result of concerned leaders coupled with an active individual effort to ensure EO through just and fair treatment for all.

2. **Objective:** From the beginning, the United States Army has been the vanguard for ensuring Equal Opportunity. As we enter into a new century, USAIC&FH must continue to affirm the commitment to effective human relations and EO. The soldiers and civilians must feel that we are preserving their dignity and upward mobility by fair impartial treatment.

3. Operating Hours:

a. Normal duty hours (0800 – 1700, Monday through Friday).

b. Non-duty hours, contact the EO Hotline at 533-2376 or Staff Duty Officer or NCO.

4. References:

a. AR 10-5, Department of the Army.

b. AR 20-1, Inspector General Activities and Procedures.

c. AR 27-10, Military Justice.

- d. AR 27-14, Redress Under 138.
- e. AR 190-24, Armed Forces Disciplinary Control Boards and Off-Installation Military Enforcement.
- f. AR 210-50, Army Family Housing Management.
- g. AR 210-51, Army Housing Referral Service Program.
- h. AR 350-1, Army Training.
- i. AR 600-20, Army Command Policy.
- j. AR 600-50, Standard of Conduct for DA Personnel.
- k. AR 611-101, Personnel Selection and Classification, Commissioned Officer Classification System.
- l. AR 611-112, Personnel Selection and Classification, Warrant Officer Military Occupation Specialties.
- m. AR 680-29, Military Personnel Organization and Type of Transaction Codes.
- n. AR 690-700, Personnel Relations and Services (General) .
- o. DA Pam 600-26, Department of the Army Affirmative Actions Plan.
- p. DA Pam 600-75, Accommodating Religious Practices.
- q. DA Form 690-25, Equal Employment in Action: An Evaluation Guide.
- r. Department of Defense Human Goals Charter.
- s. Manuals for Courts-Martial.

5. Policy:

- a. Department of Defense (DOD) Human Goals.

(1) Our nation was founded on the principle that the individual has infinite dignity and worth. The Department of Defense (DOD), which exists to keep the Nation secure and at peace, must always be guided by this principle. In all that we do, we must show respect for the soldiers, civilian employees, and family members, recognizing their individual needs, aspirations, and capabilities.

(2) The defense of the Nation requires a well-trained volunteer force, military and civilian, regular and reserve. To provide such a force, we must increase the attractiveness of a career in the DOD so that the soldiers and civilian employees will feel the highest pride in themselves, their organization, and their profession.

(3) The attainment of these goals requires that we strive to:

(a) Attract DOD people with ability, dedication, and capacity for growth.

(b) Provide opportunity for everyone, military and civilian, to rise to as high a level of responsibility as possible, dependent only on talent and diligence.

(c) Make military and civilian service in the DOD a model of equal opportunity for all regardless of race, color, gender, religion, or natural origin.

(d) Hold those who do business with or receive assistance from the DOD to full compliance with its policies of EO.

(e) Help each soldier who leaves the service to transition to civilian life.

(f) Provide a healthy work environment, free from recognized occupational discrimination for all personnel.

b. Department of the Army (DA) Equal Opportunity Policy.

(1) The EO policy of the U.S. Army is to provide equal opportunity and treatment for soldiers, DAC, and their family members without regard to race, color, religion, gender, or national origin and to provide an environment free of sexual harassment. This policy:

(a) Applies to both on and off post, during duty and non-duty hours.

(b) Extends to soldiers, family members, and DAC.

(c) Applies to working, living, and recreational environments (including both on and off-post).

(2) Soldiers are not accessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, religion, gender, or national origin except as follows:

(a) The assignment and utilization of female soldiers. (AR 600-13, Army policy for the assignment of female soldiers, prescribes policies, procedures, responsibilities, and the position coding system for female soldiers).

(b) Actions necessary to support established goals set forth in the Affirmative Action Plan (AAP) for this installation.

c. Religious Accommodation.

(1) The Army places a high value on the rights of its members to observe tenets of their respective religions. It is the Army's policy to approve requests for accommodation of religious practices when they will not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline, or interfere with the performance of military duties. However, accommodation of a soldier's religious practices cannot be guaranteed at all times.

(2) Requests for religious accommodation are forwarded to the unit commander by the soldier using a "Memorandum" requesting the exception. After consideration, the commander may approve or disapprove the request.

(a) If the request is approved, copies of the request for exception and approval will be placed in the unit file, a copy given to the soldier, and a copy forwarded to the committee for Review of Accommodation of Religious Practices Within the U.S. Army, HQDA, ATTN: DAPE-HRL-L, Washington, DC 20310-0300.

(b) Accommodation of soldiers' religious practice involving religious apparel (does not include jewelry or makeup) will be accommodated as long as apparel is neat and conservative and does not interfere with the performance or duty. The apparel must have a religious basis (See AR 600-20). Denials of this wear by commanders will be forwarded through the chain of command to HQDA, ODCSPER.

(c) If the unit commander determines that the religious practice (except as noted in subparagraph 5c(2)(b) above cannot be accommodated, the soldier may:

(1) Request on DA Form 4187 (Personnel Action), through command channels, that the committee review the commander's decision and provide advisory opinion as to whether the decision was within the intent of AR 600-20. Regardless, the unit commander will make the final decision within the limits of policy and regulatory direction.

(2) Seek redress (if dissatisfied) under Article 138, Uniform Code of Military Justice (UCMJ), or petition the Army Board for the Correction of Military Records for correction of appropriate records, AR 27-14.

(3) Request reassignment, reclassification, or separation, if a conflict between military requirements and the soldier's religious practice still exists.

d. Sexual Harassment.

(1) Sexual Harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

(a) Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; or

(b) Submission to; or rejection of, such conduct by a person is used as a basis for career or employment decisions affecting that person; or

(c) Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

(2) Any soldier or civilian employee:

(a) In a supervisor or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a soldier or civilian employee is engaging in sexual harassment.

(b) Any soldier or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.

(1) Sexual harassment is not limited to the work place, can occur at almost any place, and violates acceptable standards of integrity and impartiality required of all Army personnel. It interferes with mission accomplishment and unit cohesion and will not be engaged in by soldiers or civilian employees at Fort Huachuca.

(2) Individuals who are sexually harassed should confront the harasser, making it clear that behavior is offensive. Sexual harassment is not a personal problem, it is a management and personnel problem.

(3) The foremost harassment violations punishable under UCMJ are:

(a) Article 82: Solicitation to commit an offense under the Code (sodomy, adultery, indecent acts, etc.).

(b) Article 93: Maltreatment of subordinates.

(c) Article 117: Provoking speeches and gestures.

(d) Article 120: Rape.

(e) Article 125: Sodomy.

(f) Article 128: Assault and battery.

(g) Article 133: Conduct unbecoming an officer.

(h) Article 134: General (offenses include communicating a threat, pandering, and indecent assaults such as pinching, and touching of private parts of the body).

e. Racist/Sexist Language.

(1) Racist or sexist language are words which a reasonable person would expect to induce a breach of the peace. This includes jokes, remarks, slurs, gestures, or innuendoes that target certain individuals based on their race, religion, gender, or national origin.

(2) Much of this type behavior comes in a situation where the offender, when asked, considers the remarks or conduct only as a joke or jest. This does not excuse the behavior. Obviously, there is a certain amount of joking, banter, and good humor that takes place in any organization. However, the recipient or butt of the humor nearly always fails to see the humor and is insulted and humiliated by it. This is particularly unacceptable when the offender is in the chain of command.

(3) Do not characterize this kind of behavior as being of minor consequence. It is improper and can lead to complaints of harassment and/or discrimination that under the circumstances may have an adverse impact on the entire organization.

(4) Any soldier found guilty of this form of conduct can be charged under Article 117, of the UCMJ, for provoking speeches and gestures; and AR 690-700, Chapter 751, Table of Penalties, for civilian personnel.

f. Extremist Organizations.

(1) Participation. Military personnel must reject participation in extremist organizations and activities. Extremist organizations and activities are ones that:

(a) Advocate racial, gender, or ethnic hatred or intolerance.

(b) Advocate, create, or engage in illegal discrimination.

(c) Advocate the use of force or violence or unlawful means, to deprive individuals of their civil rights.

(2) Prohibitions. Soldiers are prohibited from the following actions in support of extremist organizations or activities. Violations of these prohibitions include the full range of statutory and regulatory sanctions, both criminal (UCMJ) and administrative.

(a) Participating in public demonstration or rally.

(b) Knowingly attending a meeting or activity involving an extremist cause while on duty, when in uniform, when in a foreign country, when it constitutes a breach of law and order, when violence is likely to result, or in violation of off-limits sanctions or a commander's order.

(c) Conducting fund raising.

(d) Recruiting or training members (including encouraging other soldiers to join).

(e) Creating, organizing, or taking a visible leadership role in such an organization or activity.

(f) Distributing literature on or off a military installation.

(3) Command Authority. Commanders have authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command. This includes, but is not limited to, the authority to order removal of symbols, flags, posters, or other displays from barracks, to place areas or activities off-limits (SEE AR 190-24). Commanders also can order soldiers not to participate in those activities that are contrary to good order and discipline or morale of the unit or pose a threat to health, safety, and security of military personnel or a military installation.

(4) Command Options. Commander's options for dealing with a soldier's violation of the prohibitions include:

(a) UCMJ action.

(b) Involuntary separation for unsatisfactory performance or misconduct.

(c) Reclassification actions or bar to reenlistment actions, as appropriate.

(d) Other administrative or disciplinary action deemed appropriate by the commander, based on the specific facts and circumstances of the particular case.

(5) Command Responsibility. Any soldier involvement with or in an extremist organization or activity, could threaten the good order and discipline of a unit. In any case of apparent soldier involvement with or in extremist organizations or activities, whether in violation of prohibitions in subparagraph b, commanders must take positive actions to educate soldiers. These positive actions include:

(a) Educating soldiers regarding the Department of Army's Equal Opportunity Policy. Commanders will advise soldiers that extremist organizations' goals are inconsistent with Army goals, beliefs, and values concerning equal opportunity.

(b) Advising soldiers that participating in extremist organizations or activities:

(1) Will be taken into consideration when evaluating their overall duty performance, to include appropriate remarks on evaluation reports.

(2) Will be taken into consideration when selections for positions of leadership and responsibility are made.

(3) Will result in reclassification actions or bar to reenlistment actions as appropriate.

(4) Will result in removal of security clearances, where appropriate.

(c) The installation commander will prohibit any demonstration or activity on the installation that could result in interference with or prevention of mission accomplishment. Further, the commander shall deny requests for the use of military controlled facilities by individuals or groups that engage in discriminatory practices or for activities involving such practices.

g. Affirmative Actions.

(1) Affirmative Actions Plan (AAP). The AAP identifies and establishes goals, responsibilities, and policies that support the Army's EO Program. Along with this policy, it provides the framework for the unit's EO program. Most importantly though, it provides specific command guidance and emphasis on the program.

(a) All Commanders at Bde level and higher are required to publish AAPs.

(b) The development of an AAP is 3-part, 10-step process. It begins with the developmental part where actions are taken to identify subject areas, where inequities exist, continue through and implementation part where AAP actions are carried out, and culminates in the progress assessment part leading towards the publication, revision, or updating of the AAP.

(c) The document consolidates all existing guidance and policies contained in applicable references into a logical, easily understood process. This process assumes the AAP to be the product of a joint effort by commanders and all staff officers having equal opportunity as an integral part of their normal staff function.

(d) After all of the issues have been developed, the commander is briefed and concurrence or further guidance is received. Once finalized, the AAP is published and distributed to Headquarters, Training and Doctrine Command (TRADOC), and all USAIC&FH commanders and directors.

(2) Periodic Review: The EO Officer periodically schedules review (at least annually) of the AAP for the installation commander to determine if the objectives are being accomplished and/or if there are areas of concern that require further command emphasis. Critical issues are made an item of inspection. The AAP is a tool that commanders and directors have to ensure that all soldiers are treated equally, fairly, and justly.

(3) Briefings and orientation programs are conducted in units to familiarize personnel with the EO program at Fort Huachuca. The information presented during these briefings relate to:

(a) Command policies on EO to include command commitment to fairness, receptivity to complaints, grievances, and prevention of sexual harassment policy.

(b) The nature, structure, and extent of the unit EO program.

(c) Information on behavior and awareness of habits which may be offensive to others.

6. EOA Staffing:

a. Minimum staffing requirements.

(1) EO as a primary duty. Military personnel with EO as their primary duty are assigned to assist commanders at installations, organizations, and agencies that are brigade-level or equivalent and higher commands.

(2) Active duty staffing. Enlisted soldier (sergeant first class or higher) with primary duty as EOA will be available full time as the advisor for the installation commander and all commanders under them.

7. EOA/EOR Responsibilities:

a. EOAs. Personnel assigned to positions as EOAs will not be assigned further duties in other human resource functional areas, such as alcohol and drug abuse, Army Community Services, chaplains' programs, and weight control. Typical roles and duties of EOAs are as follows:

(1) Understands and articulates DA and Fort Huachuca policies concerning EO as stated in AR 600-20 and this policy.

(2) Recognizes and assesses indicators of institutional and individual discrimination in organizations.

(3) Recognizes sexual harassment in both overt and subtle forms.

(4) Recommends remedies appropriate to eliminate and prevent discrimination and sexual harassment.

(5) Collects, organizes, and interprets demographic data concerning organizations EO climate assessment.

(6) Assists commanders/directors in developing realistic affirmative action plans and monitoring progress of plans.

(7) Train unit equal opportunity representatives to assist commanders/directors in meeting their EO responsibilities.

(8) Assists commanders and first sergeants in conducting training pertaining to equal opportunity, discrimination, and prevention of sexual harassment.

(9) Receive and assist in processing individual complaints of discrimination and sexual harassment. EOAs may conduct inquiries in accordance with the commanders guidance.

(10) Provide advisory assistance to commanders and investigating officers in the investigation and resolution of discrimination and sexual harassment complaints.

(11) Assists in the planning and conduct of special/ethnic observances. (See Appendix A).

(12) Conduct periodic command assessments.

(13) Prepare input for the Annual Narrative and Statistical Report, which supports the Army's Military Equal Opportunity Assessment (See Appendix B).

b. EORs. To assist commanders/directors in carrying out the EO Program within their organizations/directorates. EO duties may be assigned to a soldier as a part-time, secondary responsibility. EORs have not received the total program of instruction that an EOA has and should not be utilized in a special duty assignment as an EOA. In addition, EORs should not conduct investigations and are not trained to advise investigating officers in the conduct of EO complaint investigations. It is recommended that commanders/directors appoint individuals as EORs in the grade of staff sergeant to sergeant first class. Typical roles and duties of EORs are as follows:

(1) Assist commanders/directors in recognizing detractors from a healthy EO climate.

(2) Assist commanders in conducting unit climate assessments.

(3) Prepare and conduct EO training.

(4) Establish and maintain liaison with other EORs and with installation EOAs.

(5) Assist commanders in preparing and conducting ethnic/special observances.

(6) Refer complainants to appropriate agency for assistance.

8. **Training:**

a. Equal Opportunity Training Guidelines.

(1) Commanders/directors will provide EO training for all military and civilian personnel assigned. The purpose of this training is to provide an environment in which a soldier or a civilian employee may express concerns, thereby allowing commanders or directors to address those concerns and correct problems at the lowest possible level before they become EO or Equal Employment Opportunity (EEO) complaints. It also gives commanders/directors an opportunity to express their support of the EO within their organizations by promoting equal opportunity and interpersonal harmony for all their subordinates.

(2) Minimum criteria for local unit training program.

(a) Members of the chain of command (commander, first sergeant, civilian supervisors, and others) will be present and participate in unit EO sessions.

(b) Mandatory EO training will be conducted quarterly, with two of the quarters focusing on the Prevention of Sexual Harassment for a minimum of two hours each session. Military and DA civilians are required to participate in this training. Units/activities with less than 15 personnel assigned may schedule their training with other activities. Training will be documented on the unit training schedule and on a memorandum in unit training records. The memorandum will include the names of the training, roster of attendees, date, time, and length of the session, and what was covered in the session. Unit training will be interactive, discussion-based, and will focus on these topics:

(1) Objectives of the Army EO program.

(2) Army and local command policies on EO, affirmative action, and sexual harassment.

(3) The impact of individual and institutional discrimination on mission accomplishment.

(4) Proper handling of EO complaints and EO complaint system.

(5) Identifying, dealing with, preventing, and eliminating sexual harassment.

(6) Review unit climate assessment findings and amplification of issues raised therein. Have commander discuss issues that surface and develop an action plan with unit members.

(c) Brigade-sized units and higher headquarters will conduct EO and prevention of sexual harassment (POSH) training twice a year specifically for the senior noncommissioned officers, officers, and civilian supervisors and managers of their staffs. Training will be interactive, discussion based, and will parallel training done in the unit, including an added emphasis on reviewing, analyzing, and revising unit AAPs based on unit assessment.

b. Equal Opportunity Representative Course (EORC).

(1) Equal Opportunity Representatives (EORs).

(a) The EORs are unit soldiers or civilians trained to assist commanders/directors in carrying out the EO program within units/directorates. The EORs duty may be assigned as a primary duty or as an additional duty depending on the needs of the unit (See Appendix C, additional duty memorandum format).

(b) The EORs, are required to attend the EORC that is facilitated by EOAs. The EORC is an 80-hour program of instruction designed to familiarize the student with the aspects of discrimination, communication across cultural barriers, and personal and group oriented awareness training IAW AR 600-20 and the Soldier Support Center. With this training, EORs will have the tools to assist their commanders/directors or supervisors in promoting the morale and mutual respect among soldiers and civilian employees assigned to their particular unit/directorate.

(2) Each unit/directorate will have one trained EOR and one alternate assigned. It is also recommended that each unit/directorate appoints an alternate to ensure that an EOR is available at all times. Only graduates of a certified 80-hour EORC are eligible to be EORs. The EO staff will conduct EORC as required. Advanced individual training students and temporary duty personnel will not participate in EORC.

(3) Criteria for attending Fort Huachuca's EORC are:

(a) Rank/Grade: 2LT to CPT; all warrant officers; SSG to SGM; and civilians, GS-6 and above.

(b) Have at least 1 year of service remaining after completion of course.

(c) Possess an outstanding record and display leadership ability.

(d) Have no recent or extensive history of military justice or equivalent punishment.

(e) While attending this course, personnel are exempt from other duties, such as unit formations, charge of quarters, and staff duty, etc. (See Appendix D, training). It is the responsibility of the selecting official to coordinate these exemptions. In addition, appointments should not be made during this time, and all reasonable efforts should be made to change any appointments previously made. Military personnel should wear the Duty uniform.

(4) AIT students will receive EO and sexual harassment training within 30 days upon arrival within units.

(5) Formal EO classes conducted in all schools will conform to the provisions outlined in AR 600-20, AR 350-1, Chapter 4, Table 4-1 and TRADCO Reg. 350-6.

(6) Unit EO training.

(a) The primary duty of the First Sergeant is to conduct training of his or her subordinates. The EO and Sexual Harassment training must be scheduled on the Unit Training Schedule. The specifics of conducting EO training should be made a matter of policy and part of the unit training SOP.

(b) In order to strengthen communication among personnel, EO training should be geared to specific needs of the unit and command. The EO training can be incorporated into other classes; i.e. , unit readiness training and how EO can impact on unit cohesion; and/or military justice training by emphasizing that the UCMJ applies to all soldiers regardless of their race, color, religion, gender, or national origin.

(c) Training can be conducted in almost any situation and at any time. Example: "I am running my unit in formation and we pass a couple of female soldiers. Catcalls and lewd comments erupted from within my formation. I halt the formation, I tell the soldiers in the formation that type of conduct is a form of sexual harassment and is not tolerated in this command. I give the formation double time and move out. The bottom line is, I made my soldiers aware of what is and is not acceptable behavior."

(d) The EOR will assist commanders and First Sergeants in preparing class material. Unit EOR's should assist in conducting the EO training.

(e) Commanders and supervisors are responsible for selecting and tailoring EO training to meet unit/activity needs. Annual EO special/ethnic observances are extensions of the Army's EO education and training objectives and may be used in place of group discussion. The Directorate of Plans, Training, Mobilization, and Security will spot check EO unit training to ensure EO training, as outlined in AR 350-41, is conducted. They will provide the installation EO Office with the results. An attendance roster will be maintained to reflect personnel who were trained.

c. Consideration of Others (CO2).

(1) The CO2 program is a commander's program mandated by the Department of the Army. The purpose of the program is to help commanders at all levels build and maintain unit cohesion and a positive command climate by reinforcing the importance of trust, teamwork, dignity, and respect for others.

(2) All permanently assigned military personnel and DoD civilian employees will attend 2 hours quarterly, 8 hours annually, of mandatory small group discussions (15-25 participants) on CO2 topics guided by trained facilitators. Such training will be conducted within the work area. These CO2 program activities will train soldiers and civilians together, whenever possible. Commanders and directors should determine topics of discussion based on the needs of their individual activities.

(3) Commanders and directors are responsible for providing an adequate number of trained small group facilitators within their organization to successfully execute CO2. Military small group facilitators should be staff sergeant or above and civilian GS6 or above. The Military Equal Opportunity (MEO) Office will conduct "train the trainer" courses for facilitators as needed, or at least annually. Master facilitators must attend this course. Commanders and directors may submit request for exception to policy to the MEO office if they have personnel with significant training or experience in small group facilitation. The MEO office is the approving authority for such request.

(4) The CO2 course is facilitated by EOAs. IT is a 40-hour program of instruction designed to familiarize the student with the aspects of small group facilitation (See Appendix D, training). Only graduates of a certified 40-hour CO2 course are eligible to be facilitators unless an exception to policy has been granted. Advanced individual training students and temporary duty personnel will not participate in the CO2 course.

9. EO Complaints:

a. Equal Opportunity Complaints.

(1) Procedures are established to positively respond to allegations of unfair treatment based on race, color, religion, gender, or national origin; and/or allegations of sexual harassment. Individuals are encouraged to use command channels for redress of grievances. Commanders will ensure that soldiers are aware of the procedures for obtaining redress of complaints including those against members of the chain of command. The procedures must be displayed on unit bulletin boards at all times.

(2) It is the commanders/directors responsibility to ensure that complaints received are properly processed in accordance with guidelines set forth herein. It is the responsibility of the chain of command or staff agency receiving the complaint to conduct an informal inquiry into the allegations, determine if the complaint has merit and, if so, assist the commander in resolving the complaint at the lowest level.

(3) Individual rights. Soldiers, family members, and Department of Army Civilians (DAC) have the right to:

(a) Present a complaint without fear of intimidation, reprisal (See Appendix E, Reprisal Plan), or harassment.

(b) Communicate with commander concerning their complaint.

(c) Receive assistance in filing a complaint.

(d) Receive training on complaint and appeals process.

(4) Individual Responsibilities. Individuals have the responsibility to:

(a) Try to resolve a complaint by informing the alleged offender that behavior must stop. (This may not always be plausible, depending on severity).

(b) Give command the opportunity to take appropriate action to resolve the issue.

(c) Submit only legitimate complaints and exercise caution against unfounded or reckless charges.

(5) Entering the complaints processing system. The EO complaints processing system addresses complaints that allege unlawful discrimination or unfair treatment on the basis of race, national origin, color, sex, and/or religious affiliation, or sexual harassment. Attempts should always be made to solve complaints at the lowest possible level within an organization.

b. Informal Complaints.

(1) An informal complaint is any complaint that an individual does not wish to file in writing. Informal complainant's may be resolved by the individual, with the help of a unit member, commander, or someone else in the complainant's chain of command. An informal complaint is not subject to time suspense nor is it reportable. However, a memorandum of record will be prepared by whom ever worked on resolving the matter. Memorandum should include information indicating nature of complaint and identifying pertinent information to assist in the identification of the unit's command climate. Memorandums should be passed on to and maintained by EO office.

(2) Although the processing of Equal Opportunity complaints, both informal and formal, through the chain of command is strongly encouraged, it will not serve as the only channel available. Alternate agencies exist therefore commanders/directors will not preclude anyone from using these channels (in accordance with the procedures inherent/established by these agencies) :

- (a) Higher echelon in the chain of command.
- (b) Equal Opportunity Advisor.
- (c) Inspector General.
- (d) Chaplain.
- (e) Provost Marshall/Criminal Investigation Command (CID) .
- (f) Medical agencies.
- (g) Staff Judge Advocate.
- (h) Housing Referral Office.

(3) In some cases, the person or agency receiving the complaint may be able to resolve the issue while keeping confidentiality of the complainant. While confidentiality can be attempted, it will neither be guaranteed nor promised to the complainant by agencies other than the chaplain or a lawyer.

(4) The actions of alternative agencies are the same for informal and formal complaints. Any alternative agency that receives an informal complaint of discrimination or sexual harassment has the obligation to talk with the complainant. The agency should find out as much information as possible concerning the complaint, and tell the complainant what role the agency has and what will be done with the individual's complaint.

c. Formal Complaints.

(1) A formal complaint is one that results from an inability to resolve an issue informally or from an act or acts that may appear to warrant an official investigation. Formal complaints require specific actions, in a timely manner, and an audit trail of the actions taken.

(2) An individual files a formal complaint using a DA Form 7279-R, Equal Opportunity Complaint Form (See Appendix F, complaint checklist and 7279R). This form will be locally reproduced on 8 1/2 by 11 inch paper. A copy for reproduction is located at Appendix F of this document.

(3) Soldiers, family members, and DAC have 60 calendar days from the date of the alleged incident to file a formal complaint. This time limit is established to set reasonable parameters for the inquiry or investigation and resolution of complaints, also to insure the availability of witnesses, accurate recollection of events, and timely remedial action.

(4) A complaint should be filed with the commander at the lowest echelon of command at which the complainant may be assured of receiving a thorough, and unbiased investigation of the allegations.

(5) Actions of alternative agencies. The agencies listed in paragraph 9b(2) also serve as alternative avenues available for filing any formal EO complaints. Initial actions by alternative agencies are the same for informal and formal complaints.

d. Actions of Commander.

(1) Upon receipt of a complaint, the commander will ensure that the soldier, family member, and DAC has sworn to the complaint.

(2) An inquiry will be conducted by the commander to determine if evidence exists to warrant a full investigation. Should such evidence exist, the commander will refer the case to the battalion or brigade level commander for the appointment of an AR 15-6 investigation officer.

(3) The investigating officer will provide a written report to the commander of the results of the investigation. The Equal Opportunity office will review the findings of the investigation to ensure compliance with DOD/DA policies and objectives.

e. Timelines. Rapid resolution of EO complaints is in the best interest of both the person filing the complaint and of the command. After receipt of the complaint, the commander has 14 calendar days in which to conduct an investigation or to refer the case to a higher echelon commander. If the investigation takes more than 14 days, an extension of 30 days can be granted from the next higher echelon commander. Upon receipt of an extension, the commander must inform the complainant of the extension. Any additional extensions must be approved in writing by the first general officer in the chain of command (See Appendix G, Timelines).

f. EOA Assistance. A commander and any investigating officer will obtain the assistance of an EOA to assess the complaint and/or the process of the inquiry or investigation. An EOA's skills in complaint handling and conflict resolution and training in the subtleties of discrimination and sexual harassment enable him or her to advise the commander or any investigating officer in this complex area.

g. Feedback. The commander will give written feedback to the complainant on DA Form 7279-R, within 14 calendar days after acknowledgment of the complaint.

h. Appeals Process. If the complainant perceives the investigation failed to reveal all relevant facts to substantiate the allegations, or that the actions taken by the command on his or her behalf were insufficient to resolve the complaint, the complainant has the right to appeal to the next higher commander in his or her chain of command.

(1) The appeal must be presented within 7 calendar days following notification of the results of the investigation and acknowledgment of the actions of the command to resolve the complaint. The complainant must provide a brief statement which identifies the basis of the appeal. This will be done in writing on the DA Form 7279-R, Part IV, and returned to the commander who either conducted the investigation or appointed the investigating officer.

(2) Once the commander receives the appeal, he or she has three calendar days to refer the appeal to the next higher commander. The commander to which the appeal is made has 14 calendar days to review the case and act on the appeal (i.e. approve it, deny it, or order an additional investigation). Not later than the 14th calendar day following receipt of the appeal, this commander shall provide written feedback to the complainant on the results of the appeal.

i. Follow-up. The EOA will conduct a follow-up assessment of all equal opportunity complaints, both for substantiated and unsubstantiated complaints, 30-45 days following the final decision rendered on the complaint.

j. Disposition. After the complainant's case is closed, the entire complaint packet will be filed by the Equal Opportunity Office. The complaint file is then retained by EO office, using the Army Management and Record Keeping System (MARKS) guidance for maintenance and disposition of the records.

10. **Off Post Housing:**

a. The Off-Post Housing Referral Service is established as part of the Family Housing Office. The service provides centralized listing for all personnel who are seeking off-post quarters.

b. The Family Housing Office provides personalized assistance to all military families who require help in locating off-post housing. DOD directive requires that all military personnel seeking off-post housing report to the Housing Referral Office prior to renting, leasing or purchasing.

c. Titles VIII and IX of the 1964 Civil Rights Act pertain to discrimination in the sale, rental, or lease of housing. It does not apply to a single house sold or rented by the owner.

d. The Housing Referral Service provides a place for both military personnel, civilian employees, and landlords to take complaints of mistreatment, discrimination, poor conduct, or financial irresponsibility. All complaints will be investigated promptly IAW AR 210-50.

e. Commanders receiving complaints of discrimination in off-post housing will conduct a personal interview with the complainant to determine the validity of his/her complaint. The complaint with the commander's comments will be forwarded to the Housing Referral Office (with an information copy furnished the EO Office) for disposition/action within three working days from the date the complaint was received.

f. Restrictive sanction is a tool for the installation commander in combating unfair housing practices. Its use is governed by AR 190-24, AR 210-50, AR 600-20, and the Civil Rights Act of 1964.

11. Off-Post Activities and Off-Limits Actions:

a. The Department of the Army and Fort Huachuca view off-post discrimination as a serious detriment to morale and welfare of Army personnel. Everyone is responsible for combating discrimination that affects the soldier, DAC, and family members. The Army recognizes that commanders have no direct control over civilian communities; however, there are established relations with community leaders which can affect a solution to unfair practices on behalf of the community.

b. A commander ordinarily may not apply off-limits sanctions to a bona fide private establishment, club, activity, or organization. However, a facility may be placed off-limits IAW AR 190-24, if the following conditions exist:

(1) It is open to soldiers in general, or to soldiers who meet specific objective criteria (such as SGT and above), but segregates or discriminates against other soldiers solely on the basis of race, color, religion, gender, or national origin.

(2) It is not primarily political or religious in nature.

(3) The commander, in consultation with the IG, SJA, and the EO Office, determines that the available facts support the management of the establishment, club, activity, or organization a full and fair opportunity to challenge or refute allegations.

(4) Reasonable efforts by the commander to bring voluntary termination of the discriminatory practices are unsuccessful.

(5) The commander determines that continued discrimination by the establishment, club, activity, or organization undermines the morale, discipline, or loyalty of soldiers in the command.

(6) Additionally, in those incidents where the commander feels the response to correcting the unfair treatment of soldiers is not satisfactory, legal actions can be requested from the, U. S. Attorney General.

12. Staff Assistance Visits: The Fort Huachuca EO Staff Assistance Visit checklist (SAV) is designed to give commanders a “measuring stick” to assess overall effectiveness of the installation and unit EO programs and climate. The primary areas of focus are unit program design, EOR training, unit level training, leader training, and program effectiveness. This checklist (See Appendix H) was developed from AR 600-20, and DA Pamphlet 350-20, and is designed to be all-inclusive. SAVs will be conducted annually by the installation EO office and TRADOC.

13. Climate Assessment:

a. The purpose of a climate assessment is to provide the leadership a “picture” of a unit as it is perceived by members of the organization relating to race, gender, color, religion, national origin, and sexual harassment.

b. Company commanders will administer the Command Climate Survey (See Appendix I) within 90 days of assumption of command and annually thereafter. At their discretion company commanders may administer the survey more often and supplement any survey with individual/group interviews and analysis of unit records and statistical information (awards, promotions, reenlistment, UCMJ, and complaint reports). The survey is optional for commanders above the company level. The following are common conditions that may require a climate assessment:

(1) Command Directed. The commander, at any level, in attempting to evaluate the execution of his or her EO program may direct a climate assessment be conducted.

(2) Driven by Events. This type of assessment is normally conducted to ascertain the cause and effect relationship precipitated by a major EO event, trends or other unfavorable conditions within the organization.

(3) SAV. During a SAV, the EOA or other staff personnel may conduct a climate assessment to provide the commander feedback status and execution of the command’s EO program.

(4) Monitoring Affirmative Actions. Climate assessments can also be used to monitor impact or success of AAP goals or milestones.

- c. Go to www.odcsper.army.mil to download command climate survey.

14. Your Unit, Your Army:

- a. The effective unit, whether in peace or at war, is a unit whose individual soldiers exhibit dedication, pride, and professionalism in all aspects of their job. Additionally, there is a prevailing current of willingness to help each other at all times, regardless of the magnitude of the situation. Everyone in the organization feels a sense of belonging and this "togetherness" promotes more harmonious human relations.

- b. Command support is an integral part of the EO program; however, the program's success depends largely upon the actions of the individual soldier. Every soldier, regardless of ethnic background, should be watchful for acts of discrimination directed against other soldiers and should bring such actions to the attention of the chain of command. The Army's effectiveness requires favorable order and discipline; discrimination directed against soldiers because of their race, ethnic background, national origin, religion, color, or gender seriously undermines this effectiveness. It is the soldier's responsibility to understand that he or she is responsible for their own actions, whether intentional or unintentional, and that these actions directly affect the well-being of the unit.

APPENDIX A

ETHNIC OBSERVANCES

OVERVIEW OF ETHNIC OBSERVANCES

1. Purpose. To recognize the contribution and achievements of all Americans to the American culture and to increase awareness, mutual respect, and understanding.
2. Background. Ethnic observances are held annually in support of Joint Congressional Resolution, Presidential Proclamation, and Chief of Staff direction to recognize the contributions and achievements of all groups that comprise the society of the United States. Fort Huachuca has supported ethnic observances through the development of local programs, recognition and many diverse activities.
3. To sponsor a special observance requires the following essential elements:
 - a. Command Support. Commanders will establish and disseminate policy regarding observance activities. Special commemorations and ethnic observances are part of the commander's equal opportunity program. Ethnic observances provide the commander the opportunity to enhance the human relations climate through increased unity and awareness. Proactive commanders will provide strong command support, which is essential for a successful observance.
 - b. Leadership. Appointment of a project officer should be no later than 90 days prior to the scheduled event. The project officer should be enthusiastic, assertive, and in tune with the command's objective. The project officer is encouraged to form a standing committee representing the various units, staff sections, and/or special interest groups within the unit.
 - (1) State purpose and publish guidelines.
 - (2) Brainstorm for ideas.
 - (3) Assign tasks to committee members.
 - c. Planning. An operations plan approach may be taken with smaller units who can task sections with specific duties or events. The magnitude of the observance depends on the interest, desire, and involvement of the members of the command. A total command approach in the planning and participation of event(s) cannot be overstated. Encourage all members of the command, soldiers, family members, and civilian employees to participate in the planning. A committee may be appointed with various subcommittees. Regardless of the approach used to plan the event, it must be thorough and accomplished well in advance.

d. Funding. The commander should program necessary funding to conduct annual observances. Without funding, programs may be limited in their success. Expenditure of funds is required for guest speakers, mementos, food, lodging, transportation, and special displays. Lack of funding should not preclude you from having an observance.

e. Coordinate. Always maintain a record of all conversations, developments, contracts, and confirmations. Use an Optional Form 271 (Conversation Record).

f. Additional Resources:

(1) On post resources. Involve members of subordinate units and installation agencies (i.e. NCO/Officer club, chaplain, recreation center).

(2) Off post resources. Commercial entertainment or an agency-sponsored program is legitimate if part of an educational awareness program.

g. Possible events/activities for ethnic observances.

(1) Ethnic meals at dining facility.

(2) Displays and artifacts.

(3) Talent or fashion show.

(4) Local guest speaker and dance groups.

(5) Essay and poster contests.

(6) A film festival.

(7) Designate a specific day for groups to wear ethnic attire.

ETHNIC OBSERVANCES

1. The following ethnic observances are observed by the Army. Units and agencies are not limited to the subsequent observances and are encouraged to plan and conduct additional activities.

- a. Observance: Martin Luther King, Jr. Birthday
Month: January
Day: Third Monday of the Month
Authority/comment: Public Law 98-144, Nov 83 (Federal Holiday)
- b. Observance: African American/Black History Month
Month: February
Dates: 1-28/29
Authority/comment: First Presidential Proclamation, Feb 76
- c. Observance: Women's History Month
Month: March
Dates: 1-31
Authority/comment: Public Law 100-9, Mar 87
- d. Observance: "Days of Remembrance"
Month: April/May
Date: In conjunction with the Sunday to Sunday Week incorporating Yom Hashoah
Authority/comment: Public Law 96-388, Oct 80
- e. Observance: Asian Pacific Heritage Month
Month: May
Dates: 1-31
Authority: First Presidential Proclamation, May 91
- f. Observance: Women's Equality Day
Month: August
Day: 26
Authority/comment: First Presidential Proclamation, Aug. 73
- g. Observance: National Hispanic Heritage Month
Month: September/October
Dates: 15 Sep. – Oct. 15
Authority/comment: Public Law 100-402, Aug 88
- h. Observance: National Native American Indian Heritage Month
Month: November
Dates: 1-30
Authority/comment: Public Law 102-188, Mar 92

ETHNIC OBSERVANCE SCHEDULE

ACTIVITY	SCHEDULING DAYS BEFORE OBSERVANCE
1. Appoint project officer.	90
2. Begin publicity for volunteers.	90
3. Meet with volunteers (brainstorm).	70
4. Determine type of program.	70
5. Identify potential guest speakers, displays, ethnic food, master/mistress of ceremony, chaplain, dancers, etc.	60 -70
6. Reserve project site.	60
7. Select and confirm (pending approval) guest speaker, displays, etc.	60
8. Submit contracts.	60
9. Submit memo for banner erection	45
10. Contact Protocol for the following:	30
a. Seating arrangement.	
b. Invitations (star note only).	
c. RSVP.	
d. Escort (if applicable).	
11. Submit read-ahead packet to commander through Protocol to include the following:	30
a. Proclamation letter.	
b. Proposed Opening/Closing Remarks	
c. Seating arrangement	
d. Information Paper	
e. Program Narrative	
f. Program	

MEO Handbook

12. Begin publicity of event (s)	30
13. Reserve flags for ceremony.	30
14. Request media coverage.	30
15. Complete RSVP list.	10
16. Publish programs.	10

ETHNIC OBSERVANCE CHECKLIST

<u>TASKS</u>	<u>PROJECTED</u>	<u>COMPLETED</u>
Volunteers	_____	_____
1st IPR	_____	_____
Type of Program	_____	_____
Guest speaker	_____	_____
Project Site	_____	_____
Confirm speaker	_____	_____
Submit contracts	_____	_____
Banner memo	_____	_____
Protocol:		
Seating Arrangement	_____	_____
Invitations (star note)	_____	_____
RSVP List	_____	_____
Escort (if applicable)	_____	_____
Read-ahead Packet:		
Opening Remarks	_____	_____
Proclamation	_____	_____
Invitations	_____	_____

Designated Seating:

Info Paper

Program

Narrative

Publicity of Event

Reserve Flags

PAO Support

RSVP List

Publish Programs

Certificates

APPENDIX B

QUALITY NARRATIVE AND STATISTICAL REPORT



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
FORT HUACHUCA, ARIZONA 85613-6000

ATZS-ME (600-20a)

S:

SAMPLE FORMAT

MEMORANDUM FOR

Commander, 111th MI Brigade
Commander, 112th MI Brigade
Commander, U.S. Army Garrison, Fort Huachuca

SUBJECT: Equal Opportunity Quarterly Narrative and Statistical Report (2d Qtr, FY 02)

1. As outlined on the Military Equal Opportunity (MEO) Long Range Planning, Training and Suspense Calendar, the Equal Opportunity Quarterly Narrative and Statistical Report (QNSR) for 2d Qtr, FY 02 is due to TRADOC NLT 12 April 2002. Request you submit your report to the Military Equal Opportunity Office (MEO), NLT 5 April 2002. The MEO will consolidate the information and forward it to TRADOC. The reporting period is 1 January 2002 – 31 March 2002.
2. The reporting and standardized format is the same as last quarter's QNSR. The Headquarters, Department of the Army Database must be updated at brigade level prior to submission of report to MEO. A hardcopy of brigade consolidated report, with copies of subordinate battalion and company reports attached must be forwarded to MEO by requested suspense. The QNSR covers the following areas with no changes to last quarter's format:
 - EOR Information - Report by Co/Bn/Bde (consolidate at Bn/Bde), and annotate replacement or personnel no longer performing duties as an EOR.
 - Monthly Equal Opportunity Report - report by Co/Bn/Bde (consolidate at Bn/Bde).
 - Command Profile - report by Co/Bn/Bde (consolidate at Bn/Bde).
 - Training Assessment - report by Company.
 - Upcoming Training - report by Company.
 - Unit Assessment - report by Co/Bn/Bde.
 - Number of Formal and Informal Complaints - report by Co/Bn/Bde.
 - Affirmative Action Plan Information.
3. Contact the Military Equal Opportunity Office at 3-1717/3696/5305 for further information or assistance.

Encls
as

JOHN DOE
SFC, USA
Equal Opportunity Advisor

EQUAL OPPORTUNITY REPRESENTATIVE INFORMATION

Unit: _____

NAME (LAST, FIRST, MI):

RANK:

GENDER:

RACE:

EOR GRAD (Y/N)

CLASS NUMBER:

NAME (LAST, FIRST, MI):

RANK:

GENDER:

RACE:

EOR GRAD (Y/N)

CLASS NUMBER:

NAME (LAST, FIRST, MI):

RANK:

GENDER:

RACE:

EOR GRAD (Y/N)

CLASS NUMBER:

MONTHLY REPORT

Unit: _____

Month/Year:

Number of SAVs/CIPs conducted by Division down to Brigades/Separates:

Number of SAVs/CIPs conducted by Brigades down to Battalions/Companies:

Number of SAVs/CIPs conducted by MACOM down to subordinate commands:

Number of EO training sessions held at Co/Bn levels:

Number of Company-level Changes of Command:

Number of Battalion-level Changes of Command:

Number of Commanders/ISGs attending Cdrs/1SG Course

COMMENTS:

Month/Year:

Number of SAVs/CIPs conducted by Division down to Brigades/Separates:

Number of SAVs/CIPs conducted by Brigades down to Battalions/Companies:

Number of SAVs/CIPs conducted by MACOM down to subordinate commands:

Number of EO training sessions held at Co/Bn levels:

Number of Company-level Changes of Command:

Number of Battalion-level Changes of Command:

Number of Commanders/ISGs attending Cdrs/1SG Course

COMMENTS:

Month/Year:

Number of SAVs/CIPs conducted by Division down to Brigades/Separates:

Number of SAVs/CIPs conducted by Brigades down to Battalions/Companies:

Number of SAVs/CIPs conducted by MACOM down to subordinate commands:

Number of EO training sessions held at Co/Bn levels:

Number of Company-level Changes of Command:

Number of Battalion-level Changes of Command:

Number of Commanders/ISGs attending Cdrs/1SG Course

COMMENTS:

Command Profile

Unit: _____

	White		Black		Hispanic		NA/AI		AP/PI		Other	
	M	F	M	F	M	F	M	F	M	F	M	F
Co 1SG												
Co CDR												
Co XO												

	White		Black		Hispanic		NA/AI		AP/PI		Other	
	M	F	M	F	M	F	M	F	M	F	M	F
Bn CSM												
Bn CDR												
Bn XO												
Bn S3												

	White		Black		Hispanic		NA/AI		AP/PI		Other	
	M	F	M	F	M	F	M	F	M	F	M	F
Bde CSM												
Bde CDR												
Bde XO												
Bde S3												

UPCOMING TRAINING

Unit: _____

Date:	Time:	Location:
Type (Choose one from instructions list):		
POC Name/Telephone Number:		

Date:	Time:	Location:
Type (Choose one from instructions list):		
POC Name/Telephone Number:		

Date:	Time:	Location:
Type (Choose one from instructions list):		
POC Name/Telephone Number:		

Date:	Time:	Location:
Type (Choose one from instructions list):		
POC Name/Telephone Number:		

Date:	Time:	Location:
Type (Choose one from instructions list):		
POC Name/Telephone Number:		

TRAINING ASSESSMENT

Unit: _____

Date of training:

Level of training:

Type of training (choose one from instructions list) :

Number of hours:

Number of leaders present (E7 & above):

Number of soldiers trained:

Total assigned/avail:

Percentage of soldiers trained:

Assessment Remarks:

Date of training:

Level of training:

Type of training (choose one from instructions list) :

Number of hours:

Number of leaders present (E7 & above):

Number of soldiers trained:

Total assigned/avail:

Percentage of soldiers trained:

Assessment Remarks:



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
FORT HUACHUCA, ARIZONA 85613-6000

ATZS-ME (600-20a)

SAMPLE FORMAT XX XXX 02

MEMORANDUM FOR Commander, _____ Battalion

SUBJECT: Equal Opportunity Quarterly Narrative and Statistical Report (3rd Qtr, FY01)

1. The following information is the consolidated percentage of permanent party personnel trained for the company, for inputting into the Headquarters, Department of the Army EO Database, and for forwarding to the Commanding General. The appropriate percentages for the company are in bold:

a. Training.

Total Number E1 – E6 Assigned _____ Total Number SFC and Above Assigned _____

E1 – E6 Trained (**EO**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E1 – E6 Trained (**CO2**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E7 and Above Trained (**EO**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E7 and Above Trained (**CO2**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

Overall percentage of company receiving EO/CO2 training this quarter _____/_____

I briefed my unit's human relations training at the ___ Quarterly Training Brief? Yes/No

Additional Information: Assigned/percentage of **students** EO trained _____/_____

b. Climate Assessments.

Number of Unit Climate Assessments conducted/scheduled: _____/_____

Overall percentage of assigned personnel participated in command climate survey: _____

MEO Handbook

ATZS-ME

SUBJECT: Equal Opportunity Quarterly Narrative and Statistical Report (3rd Qtr, FY01)

4. Point of contact for this report is SFC John Doe, Company Equal Opportunity Representative, 3-1111.

JOHN A. DOE
CPT, MI
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
FORT HUACHUCA, ARIZONA 85613-6000

ATZS-ME (600-20a)

SAMPLE FORMAT

XX XXX 02

MEMORANDUM FOR Commander, _____ Brigade

SUBJECT: Equal Opportunity Quarterly Narrative and Statistical Report (3rd Qtr, FY01)

1. The following information is the consolidated percentage of permanent party personnel trained for the battalion, for inputting into the Headquarters, Department of the Army EO Database, and forwarding to the Commanding General. The appropriate percentages for the battalion are in bold:

a. Training.

Total Number E1 – E6 Assigned _____ Total Number SFC and Above Assigned _____

E1 – E6 Trained (**EO**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E1 – E6 Trained (**CO2**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E7 and Above Trained (**EO**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E7 and Above Trained (**CO2**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

Overall number assigned/percentage of battalion receiving EO training this quarter: ___/___

I briefed my unit's human relations training at the ___ Quarterly Training Brief? Yes/No

Additional Information: Assigned/percentage of **students** EO trained _____/_____

b. Climate Assessments.

Number of Unit Climate Assessments conducted/scheduled: _____

c. EO Personnel Staffing.

EOR Staffing: Required _____ On-hand _____

d. Complaints.

Number of Formal Complaints this Quarter: _____

Number of Informal Complaints this Quarter: _____

2. The following information is provided on attached enclosures:

- a. Current Equal Opportunity Representative Information (Encl 1).
- b. Monthly report with applicable information (Encl 2)
- c. Consolidated battalion command profile (Encl 3).

3. The overall equal opportunity climate within the command was good. This command continues to work and strive at meeting the goals and objectives of the Brigade Affirmative Action Plan. Working relationships between our diversity of soldiers and civilians is good. Based on my opinion as the battalion commander, information received from subordinate commands, my overall assessment of the human relations climate, and my analysis of the data in this report, I rate our battalion as:

- a. Having no Human Relations problems.
- b. Having a few Human Relations problems.
- c. Having many Human Relations problems.

MEO Handbook

ATZS-ME

SUBJECT: Equal Opportunity Quarterly Narrative and Statistical Report (3rd Qtr, FY01)

4. Point of contact for this report is SFC John Doe, Battalion Equal Opportunity Representative, 3-1111.

JOHN A. DOE
LTC, MI
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
FORT HUACHUCA, ARIZONA 85613-6000

ATZS-ME (600-20a)

SAMPLE FORMAT

05 Jul 01

MEMORANDUM FOR Commanding General, Fort Huachuca and USAIC, ATTN: ATZS-ME, Fort Huachuca, AZ 85613

SUBJECT: Equal Opportunity Quarterly Narrative and Statistical Report (3rd Qtr, FY01)

1. The Headquarters, Department of the Army Equal Opportunity Database has been updated with mandated information. The following information is the consolidated percentage of permanent party personnel trained for the brigade, with appropriate information inputted into the Headquarters, Department of the Army EO Database, and for forwarding to the Commanding General. The appropriate percentages for the brigade are in bold:

a. **Training.**

Total Number E1 – E6 Assigned_____ Total Number SFC and Above Assigned_____

E1 – E6 Trained (**EO**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E1 – E6 Trained (**CO2**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E7 and Above Trained (**EO**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

E7 and Above Trained (**CO2**): 85-100% (Green) 70-84% (Amber) Less than 70% (Red)

Overall number assigned/percentage of brigade receiving EO training this quarter: ___/___

I briefed my unit’s human relations training at the __Quarterly Training Brief? Yes/ No

Additional Information: Assigned/percentage of **students** EO trained _____/_____

b. Climate Assessments.

Number of Unit Climate Assessments conducted/scheduled: _____/_____

c. **EO Personnel Staffing.**

EOA Staffing: Required _____ On-hand _____

EOR Staffing: Required _____ On-hand _____

d. **Complaints.**

Number of Formal Complaints this Quarter: _____

Number of Informal Complaints this Quarter: _____

2. The following information is provided on attached enclosures:

- a. Current Equal Opportunity Representative Information (Encl 1).
- b. Brigade monthly report with applicable information (Encl 2)
- c. Consolidated brigade command profile (Encl 3).
- d. Consolidated brigade population report (Encl 4).
- e. Affirmative Action Plan Information (Encl 5).

3. The overall equal opportunity climate within the command is good. This command continues to work and strive at meeting the goals and objectives of the Installation Affirmative Action Plan. Working relationships between our diversity of soldiers and civilians is good. Based on my opinion as the brigade commander, information received from subordinate commands, my overall assessment of the human relations climate, and my analysis of the data in this report, I rate our brigade as:

- a. Having no Human Relations problems.
- b. Having a few Human Relations problems.
- c. Having many Human Relations problems.

MEO Handbook

ATZS-ME

SUBJECT: Equal Opportunity Quarterly Narrative and Statistical Report (3rd Qtr, FY01)

4. Point of contact for this report is SFC John Doe, Brigade Equal Opportunity Advisor, 3-1111.

JOHN A. DOE
COL, MI
Commanding

APPENDIX C

ADDITIONAL DUTY MEMORANDUM

**ADDITIONAL DUTY APPOINTMENT FOR EOR
SAMPLE FORMAT**

ATZS-ME (600-20)

XX XXX 2002

MEMORANDUM FOR EQUAL OPPORTUNITY OFFICE

SUBJECT: Additional Duty Appointment (Equal Opportunity Representative)

1. Effective 1 March 97, SFC Doe, 000-00-0000, is appointed as the Equal Opportunity Representative for DOIM, Fort Huachuca, AZ 85613.

a. AUTHORITY: AR 600-20.

b. PURPOSE: To comply with above cited policy.

c. PERIOD: Until officially released from appointment.

d. SPECIAL INSTRUCTIONS: The above individual meets the training requirements as established in AR 600-20, Chapter 6, and EO Policy.

2. This memo superseded previous memo dated 1 January 96.

Signature Block

APPENDIX D

TRAINING



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
FORT HUACHUCA, ARIZONA 85613-6000

ATZS-ME (600-20a)

SAMPLE FORMAT

S: 10 July 2001

5 June 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Equal Opportunity Representative Course (EORC) 01-04

1. The U.S. Army Intelligence Center and Fort Huachuca Military Equal Opportunity Office is offering an EORC, 16 – 27 July 01. Classes will be held at the Military Equal Opportunity Office, Bldg 22328. Graduates will receive certificates of training.
2. In accordance with (IAW) AR 600-20, Army Command Policy, all company and battalion level units will have, at minimum, one trained Equal Opportunity Representative (EOR) in the grade of SSG-1LT. (Requests for waivers of the grade requirement must be submitted in writing to the Military Equal Opportunity Office. Such requests will include a justification for the waiver.)
3. IAW FH Reg 350-8, a candidate for the EORC should:
 - a. Be a high school graduate.
 - b. Be career motivated.
 - c. Be SSG/GS-6 or above.
 - d. Have at least 1 year of service remaining at Fort Huachuca upon completion of the course.
 - e. Be readily available to perform duties as an EOR.
 - f. Have instructor potential.

- g. Have no recent or extensive history of Uniform Code of Military Justice punishment.
 - h. Be interviewed and recommended by the Commander.
 - i. Be interested in participating in the DA Equal Opportunity Program.
 - j. Have no recent substantiated charges of discrimination or sexual harassment.
4. Allocations: General allocations are outlined below. If you would like to send more soldiers than allocated, contact the Military Equal Opportunity Office as soon as possible for approval.

111 th MI Bde	5	USAMEDDAC	1
11 th SIG Bde	5	USADENTAC	1
112 th (Prov) MI Bde	5	Yuma Proving Grounds	2
USASC	1	NCO Academy	1
ISEC	1	US Navy	1
US Marine Corps	1	US Air Force	1
CID	1	Garrison	3

5. Battle Dress Uniform (BDU) will be worn (except civilians). Class will run from 0800-1700 daily. **Nominees must be free of all duty/detail rosters and other unit taskings during the EORC.** Due to previous problems with students being late or missing class because of unit requirements, commanders are required to sign the enclosed endorsement agreeing to release the soldier from all duties and details for the duration of the course. Any student missing more than one hour of instruction or continually late for class may be dropped. This policy will be strictly enforced.

6. To reserve a seat, submit enclosed enrollment form indicating nominee's full name, rank, SSN, unit, and work phone number to: Commander, U.S. Army Intelligence Center and Fort Huachuca, ATTN: ATZS-ME, Ft. Huachuca, AZ 85613-6000, no later than 10 Jul 01. **It is imperative that units reserve their allocations by replying in writing (original enrollment form, fax or email) by the suspense date. If units fail to submit nominees in writing, they will lose their seats and will not be allowed to send soldiers to the course. 111th MI, 112th MI, and 11th Sig Bde requests for attendance will be consolidated through the respective Bde Equal Opportunity Advisor/S3 for forwarding to the Post Military Equal Opportunity Office.** Negative replies are not required.

MEO Handbook

ATZS-ME

SUBJECT: Equal Opportunity Representative Course (EORC) 01-04

7. Points of contact are SFC Doe, SFC Leader, or SFC Private at 533-5305, 533-3696 or 533-1717.

Encl
EORC Enrollment Form
5 June 01

JANE DOE
SFC, USA
Installation Equal Opportunity Advisor

MEO Handbook

ATZS-CDR

SUBJECT: Equal Opportunity Representative Course (EORC) 01-04

DISTRIBUTION:

Commander,	
USASC	314th TRS
USAISEC	ARNG, Tng Site
11th SIG BDE	JITC
USAWSMR-EPG	902d MI Gp
MEDDAC	5th Bn (MI), 104th DIV (IT)
DENTAC	ITRADS
MARDET	JTUAV
NAVTECHTRACENDET	504 th Signal Bn
86 TH Signal Bn	40 th Signal Bn

Director,	
DECA	ARL
AMSA#1	GSA FMC
IEWTD	USAF, Aerostat Site
DAPS	AFC
DFAS	AMC LAO
CECOM SEC	USATMDE
DIA/DHM-3B	DRMO
OL-C, 3 WS	LA Dist CE
INS RDFO	CID
AMSEL-RD-IW-SPO	USAAA
CECOM LAT-SW	DSS
AAFE	CCSLA
WCPOC	OTC

U.S. ARMY INTELLIGENCE CENTER AND FORT HUACHUCA,

CG CDR

AG	EO	IG	JS	RE	DK	MW	JA	RA	UA
AS	ES	IM	ME	RG	CP	HB	IS	PS	TP
BD	FD	IO	PA	RM	CH	GB	IR	PR	RT

EORC Enrollment Form

Personal Data Protected by the Privacy Act of 1974
(5 U.S.C. 552a)

1. Please reserve a seat in EOR Class 01-04 for the following soldier(s):

RANK/NAME	SSN	UNIT	WORK PHONE
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

2. I understand that the soldier(s)' place of duty for the period 16-27 Jul 01 will be EOR class at the Military Equal Opportunity Office, Bldg 22328. I will ensure that soldier is free of all duties, detail rosters and other unit taskings for the duration of the course. In addition, I understand and have advised the soldier that any student missing more than one hour of instruction or who is continually late for class may be dropped.

(Unit Commander's Signature Block)

CONSIDERATION OF OTHERS

A LEADERSHIP IMPERATIVE

Office of the Deputy Chief of Staff for
Personnel Leadership Division
Fort Huachuca, Arizona Specific Requirements in Bold

Consideration of Others **A Leadership Imperative**

Introduction

As leaders, we have an obligation to foster a positive command climate and develop a culture in which all Department of the Army Personnel, soldiers and civilians, treat one another with dignity and respect.

The Consideration of Others Program is a tool, which introduces leaders to a method of cultivating such a climate. This program uses small group interaction as the forum for resolution and learning. If we are to inculcate a sensitivity and regard for the feelings and needs of others, we must institutionalize this program in order to maintain a climate of dignity and respect.

The Consideration of Others Program addresses a philosophy that goes to the heart of military readiness. It allows leaders an opportunity to impart the knowledge of Army values and encourages soldiers to learn and adopt these values as their own. This program is not limited to any particular type of subject or circumstance and covers the broad spectrum of civility, respect for others, and military teamwork.

Consideration of Others is a command program. Equal opportunity personnel play a key, but not solo role. Consideration of Others involves linking the awareness, the actions, and the responsibility of the individual soldier or civilian to his or her duties as members of a military team. Consideration of Others addresses the major aspects of the human dimension of combat readiness. It will promote organizational excellence at every echelon of command

What it is the Consideration of Others Program?

A successful human relation's climate is one that maximizes our soldiers' and civilians' awareness of how their individual actions effect others. It emphasizes respect for and between soldiers and civilians of all races, creeds, gender, religion, or national/ethnic heritages, and enables them to clearly understand the linkage between their actions towards others and their unit's ability to accomplish the mission. As described in the U.S. Army Human Relations Action Plan, human relations is treating others with dignity and respect; thereby incorporating their individual talents into the success of a team.

The Consideration of Others Program originated at the US Military Academy, West Point. Due to the importance and success of the program, the Chief of Staff instituted it throughout the Army. The Deputy Chief of Staff for Personnel was designated as the proponent for this

program. Army Major Command (MACOM) commanders and Equal Opportunity Advisors were given information on the Consideration of Others Program through various command channels. The Consideration of Others Program has become a core requirement of the Army Service Specific Training at the Defense Equal Opportunity Management Institute.

The Consideration of Others program does not replace existing command emphasis programs. It is not a vehicle for "sensing sessions" or for initiating EO/EEO complaints. It is a commander's program, which is not limited to one mandatory set of lesson plans. Consideration of Others is a tool which commanders can use to systematically improve their organizational climate.

It is designed to create, maintain, and sustain an environment of respect and dignity throughout the Army. The program's objectives are to educate and provide a forum for soldiers and civilians to discuss issues that the command has deemed important to combat readiness. The program requires leaders to conduct classes in small groups utilizing an interactive format instead of a lecture format. The leader should be the group facilitator. The goal of small group interaction is to get soldiers and civilians to process information in the context of their roles as members of military teams. An additional goal is for leaders to be actively involved in helping soldiers learn and internalize the Army's values and accept the important dimensions that diversity and respect for others bring to mission accomplishment.

What is the role of commanders?

The Consideration of Others Program is mandatory for all commands. *It should be tailored to the specific needs of each local command.* Commanders will implement Consideration of Others Program down to detachment, platoon, or squad level.

A military unit must excel as an organization in order to successfully accomplish its mission. As the difficulty of the mission increases, so does the need for excellence in a unit's organizational character. The Army uses the term "unit cohesion" to describe organizational character. This term has a great deal of value, not the least of which is its acceptance by a wide range of Army authorities as a common term of reference to use when discussing issues relating to how soldiers operate and fight as a team. The exact term we use is not critically important. What is critically important is that our soldiers live and work in the type of organization which makes them want to excel and give their total commitment to the unit's mission; to exhibit in practice the "selfless service" we value as American soldiers.

The Consideration of Others Program is based on the commander's analysis of a unit's needs. It emphasizes the actions and responsibilities of the individual soldier and civilian. This program has been designed from the outset to leverage existing information technology so that both already-existing and newly-created resources (lessons and programs) used by local commands will be made available Army wide.

Consideration of Others program is a tool which focuses on the vital linkage between the individual soldier and civilian and his or her role as a member of a military team. The capability of each of your subordinates to recognize that their attitudes, actions, and words affect others in the unit; and their willingness to take responsibility for those actions, and words- to the point of changing them when necessary –is what Consideration of Others is all about.

The Consideration of Others Program is not a "cure all" for every organizational challenge. Your job as a commander has been and always will be extremely challenging. Consideration of Others is a tool to focus your assessment, orchestrate your efforts, and allow you access to the resources other commanders have used when faced with the same or similar challenges. Commanders and other leaders must be aware of these key concepts of the Consideration of Others Program:

- Commanders are responsible for the effectiveness of this program
- Leader involvement at all levels down to teams and sections
- Small group focus with approximately 10-20 members (**15 - 25 FH, AZ**)
- EOAs are primary resources assisting with coordination and training
- Consideration of Others is not limited to equal opportunity but covers all aspects of the human dimension of combat readiness

Consideration of Others must be easily and readily adaptable to each commander's priorities and each individual unit's needs. The design of Consideration of Others Program parallels the operational or mission planning design that is used by commanders daily. It is necessary for a commander to complete the following actions to facilitate a successful Consideration of Others Program:

- Assess your command climate
- Identify primary or key areas of concern
- Identify specific training needs
- Determine priorities
- Identify and commit resources

The resources which commanders can potentially bring to the Consideration of Others program are extensive. At brigade or above, Equal Opportunity Advisors will have received training on the Consideration of Others program and may serve as overall coordinators or even at times, as facilitators. Commanders at all levels have access to key NCO leaders (CSMs, First Sergeants, Platoon Sergeants, Squad leaders, Section Sergeants), chaplains, medical personnel, IG, legal personnel, EEO specialists and civilian academic or professional sources. Any of these individuals could play important roles as training resources when you develop your command's unique Consideration of Others emphasis.

Consideration of Others has been developed for you, the commander. An assessment, small group setting, trained personnel, and your personal commitment and involvement in the program are elements that will make or break Consideration of Others in your command. It is a tool designed to help you build unit cohesion and assist you in the complex task of leading soldiers. This vital task must be done well if we are to fulfill our primary mission: to fight and win the Nation's wars.

What are some of the signs of a viable Consideration of Others Program?

While Consideration of Others does not specify a required amount of training hours quarterly or annually, it should be incorporated as an integral way of doing training. **Fort Huachuca, AZ policy is two hours quarterly/eight hours annually for both military and civilian personnel.** A unit Consideration of Others Program should include the following:

- A unit policy that includes the commander's guidance for Consideration of Others training for that unit.
- Training NCO will maintain a training schedule of Consideration of Others classes taught and a roster of facilitators.
- Every soldier and civilian in that command should be aware of the Consideration of Others Program and its intended goals.

Prior to Consideration of Others training for civilian employees who are in a collective bargaining unit, commanders must notify union(s) of the intent to implement the Consideration of Others Program and provide them details regarding anticipated implementation procedures. Questions concerning labor relations obligations with regard to the Consideration of Others program should be addressed to the applicable Civilian Personnel Advisory Center.

What is the role of the EOA?

CSA has directed that Equal Opportunity Advisors at all levels be proponents for this command program. Army Service Specific training at DEOMI will include a block of instruction on the Consideration of Others Program. The Equal Opportunity Advisors (EOA) are key to successful implementation of the Consideration of Others Program at brigade level or above (See AR 600-20, para.6-2h).

This program will result in an enhanced role for Equal Opportunity Advisors (EOAs) in the command structure and increase the interest of leaders in the importance of diversity. It will also impress upon soldiers that the lasting, far-reaching, and detrimental effects of alcoholism, racism, ethnocentrism, gender discrimination, unsafe sex practices, etc. on our mission can be reduced by programs emphasizing the Army value of "respect." It is important to note that while

EOAs are primary players, they are not the sole players. They are a resource available to teach and coordinate at Brigade level and above and assist at battalion and below. EOAs should rely on other resources to provide expertise when appropriate. The Consideration of Others Program will provide us a mechanism to ensure that the human dimension is not neglected in our quest for combat readiness.

Consideration of Others Handbook

The Consideration of Others handbook is available at web-site www.odcsper.army.mil. The handbook highlights eight focus areas that are supported by seventeen suggested lesson plans. Each focus area reinforces the role of the individual soldier as a responsible member of a military team.

Consideration of Others Program Facilitator/instructor Training

There is no mandatory training level or certification standard for Consideration of Others facilitators. **Fort Huachuca Post Equal Opportunity Office is the proponent for a Small Group Instructor Training/Facilitator Course (One week/40 hours).** Commanders may or may not have the luxury of having trained or certified small group facilitators available for the Consideration of Others program. Leaders must be the most capable personnel available, clearly able to handle themselves appropriately in a small group setting. You or your training officer/NCO should use care in selecting leaders for small groups. It is recommended that facilitators be sergeants, civilian equivalents or above. If necessary, EOAs may establish a training course similar to the EO representative course to teach basic small group facilitative skills to potential facilitators. Installations and Divisions are responsible for facilitator training.

Soldier Support Institute has a facilitator-training program available for commands wishing to institute such a program.

Small Group Dynamics- One key to a successful program

The key element to the Consideration of Others Program execution is small group instruction. Most lesson plans call for discussions rather than lecture. In all human interactions there are two major ingredients: content and process. Content deals with subject matter of the task upon which the group is working. In most interactions, the focus of attention is on the content. The second ingredient, process, is concerned with what is happening among and to group members while the group is working. Group process or dynamics deals with such items as morale, feeling, atmosphere, influence, participation, styles of leadership, leadership struggles, conflict, competition, cooperation, feedback etc. In most interactions, very little attention is paid to process, although it is the major cause of ineffective group action. Sensitivity to group process will better enable leaders to diagnose group problems early and deal with them most effectively.

Since these processes are present in all groups, awareness of them will enhance a person's worth to a group and make him or her, a more effective group participant.

The facilitator plays a large part in determining the spirit of the small group. Facilitators should encourage discussions, allow Subject Matter Experts (SMEs) to contribute to the fullest extent without dominating the group, keep group discussions flowing, and be aware of time. In keeping the group discussions flowing, it is important that no one person dominates, the group is kept on task, and that rank and leadership position do not interfere with group dynamics. It is also critical that prejudices held by members of the group do not become disruptive but are dealt with appropriately.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
FORT HUACHUCA, ARIZONA 85613-6000

S: 30 August 2001

ATZS-ME (600-20)

SAMPLE FORMAT

XX XXX 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Consideration of Others (CO2) Facilitator Training

1. In support of the Fort Huachuca CO2 Program, the Post Equal Opportunity Office will offer a Small Group Instructor/Facilitator Course 10 – 14 September, as outlined on the FY01 Training Calendar. Training will be conducted 0800-1700 daily, building 22328, 2d building along Brown Parade Field.
2. Nominations for the course should be SSG or GS6 and above. The Equal Opportunity Office will approve waivers for SGT(P) and GS5 on a case-by-case basis. It is the responsibility of each organization to ensure that they have an adequate number of trained facilitators to successfully execute the CO2 Program.
3. As class size is limited, a prioritized list of nominees should be forwarded in writing to the Post Equal Opportunity Office (ATZS-ME), utilizing the enclosed format. Requests may be faxed to 533-3367 or emailed to joseph.quesnell@hua.army.mil or curtis.moorer@hua.army.mil.
4. A confirmation list of attendees will be forwarded from the Post EO Office to brigade level S3s/EO Advisors NLT 4 Sep 01.
5. For further information, contact SFC Doe, ext. 3-3696 or SFC Leader, ext. 3-1717.

Encl
as

JOHN DOE
MSG, USA
Post Equal Opportunity Advisor

ATZS-ME
SUBJECT: Consideration of Others Facilitator Training

DISTRIBUTION:

Commander, USASC	314 th TRS
USAISEC	ARNG, Tng Site
11 th Sig Bde	JITC
USAWSMR-EPG	902d MI Gp
MEDDAC	5 th Bn (MI), 104 th DIV (IT)
DENTAC	ITRADS
MARDET	JTUAV
NAVTECHTRACENDET	10 th Bn (CGSC), 104 th DIV (IT)

Director, ARL	GSA FMC
IEWTD	DAPS
AFC	DFAS
AMC LAO	CECOM SEC

DISTRIBUTION: (CONT)

USATMDE	DIA/DHM-3B
DRMO	OL-C, 3 WS
LA Dist CE	INS RDFO
CID	AMSEL-RD-IW-SPO
USAAA	CECOM LAT-SW
DSS	CCSLA
WCPOC	

U.S. ARMY INTELLIGENCE CENTER AND FORT HUACHUCA,

CG	CDR				
AG	DK	HR	JA	PS	RT
AS	EO	IG	JS	RA	TP
CH	FD	IM	ME	RE	UA
CL	GB	IR	PA	RG	
CP	HB	IS	PR	RM	

CO2 FACILITATOR ENROLLMENT FORM
FORWARD TO:
ATZS-ME (F) 533-3367

Personal Data Protected by the Privacy Act of 1974
(5 U.S.C. 552a)

1. Please reserve a seat in the CO2 Small Group Instructor/Facilitator Course for the following soldier (s): **Please annotate whether Primary or Alternate.**

RANK /NAME	SSN	WORK PHONE
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

2. All soldiers/civilians are assigned to this command. POC for the following action is _____, Training NCO/Officer, who can be reached at _____.

3. Commander's Statement: I understand that the soldier/civilian place of duty for the period 10 – 14 Sep 01 is the Military Equal Opportunity Office (Classroom), Building 22328, 2d office along Brown Parade Field. I will ensure that the attendee is free of all duties, detail rosters, and other unit tasking for the duration of the course. In addition, I understand and advised the attendee that any student missing more than one hour of instruction or who is continually late for class will be dropped from the course.

Unit Commander's Signature Block

APPENDIX E

REPRISAL PREVENTION

PLAN

Commander's Reprisal Prevention Plan
Checklist

EXAMPLE FORMAT

Name of Complainant _____ Grade/Rank _____

SSN _____

Name of Subject(s) _____ Grade/Rank _____

SSN(s) _____

The commander or designee took the following actions during and after the investigation process to prevent reprisal against the complainant or subject(s) of the complaint. Content of counseling session must be IAW AR 600-20 appendix E-4 section C (1) and annotated on a DA Form 4856, General Counseling Form:

- Commander/designee counseled the complainant. (**Attach counseling**). _____

- Commander/designee counseled the subject(s) of the complaint. (**Attach counseling**). _____

- Commander/designee counseled the supervisor of the complainant. (**Attach counseling**).

- Commander/designee counseled the supervisor of the subject(s) of the complaint. (**Attach counseling**). _____

- Commander/designee counseled pertinent individuals. (**Attach counseling**). _____

- Additional actions taken by Commander/designee to prevent acts of reprisal. (**List actions taken**)
 - The commander's reprisal prevention plan should consist of counseling and specific actions. Recommend the commander take specific actions to protect complainant and subject(s) of the complaint (e.g. reassignment, training, etc.)
 - Review of plan by disinterested party (e.g. JAG, IG, or EOA)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
_ Company _ Battalion __ Infantry Regiment
2nd Infantry Brigade

EAID-GP-EO (600-20)

SAMPLE FORMAT

X XXX 2002

MEMORANDUM FOR RECORD

SUBJECT: EO Complaint Reprisal Plan

1. This reprisal plan concerns discrimination complaint filed by CPL Smith and CPL Jones. The following individual were counseled as part of this plan.

- a. SGT Pop – First Line Supervisor (Subject of the complainants)
- b. CPL Smith -Complainant
- c. CPL Jones --Complainant

2. Points covered.

a. Definition of reprisal: All Department of the Army personnel are prohibited from taking any action that might discourage them, any family member, or DA civilian from filing a complaint or seeking assistance to resolve an EO grievance. Army personnel are prohibited from taking any disciplinary or other adverse action against a complainant, or other DA personnel seeking assistance or cooperating with an investigating officer, IG, or other law enforcement agency. Consequently, I must approve any changes to the personnel status of the individuals listed above.

b. The following might constitute reprisal:

- (1) Special/unusual assignments or tasking.
- (2) Unannounced/short notice changes to duty rosters.

EAID-GP-EO (600-20)

SUBJECT: EO Complaint Reprisal Plan

(3) **Threats** or derogatory statements to others about the incident/participants.

(4) Interfering with the ongoing Commanders Inquiry or 15-6 Investigation.

d. Specific Instruction for the subject (if applicable):

(1) SFC Blank, you are hereby ordered not to have any type of interaction with the complainant (i.e., verbal communication, e-mail, telephone , or personal contact).

(2) SFC Blank, you are being suspended from your routine duties until the Commanders Inquiry or 15-6 Investigation is complete.

3. I will not tolerate reprisals/threats of reprisals. If you feel you are a victim of reprisal actions, report to me, CPT Leader, or the Inspector General's office.

ULTIMATE LEADER
CPT, IN
Commanding

CF: SFC Winn (EOR)
SFC Blank
SGT Complainant
LTC Blank (Bn Cdr)
CSM Blank (Bn CSM)

I SFC first name, middle initial, last name Blank acknowledge being counseled on this reprisal plan: (Sign and date)_____

I SGT Complainant acknowledge being counseled on this reprisal plan: (sign and date)_____

APPENDIX F

EQUAL OPPORTUNITY

COMPLAINTS

EO Complaint Checklist

Actions of the commander upon receipt of complaint (**Highly recommend notifying EOA prior to proceeding with formal complaint.**)

- Complainant sworn to the complaint.
- DA 7279-R signed in block 9a by the Complainant.
- DA 7279-R signed in block 9a by the commissioned officer administering oath.
- DA 7279-R signed in block 9b by the person receiving the complaint.
- DA 7279-R signed in block 10a by the commander acknowledging receipt of the complaint.
- GCMCA notified within 72 hours of receiving the complaint.
- Commander's Investigation.
- Commander's reprisal prevention plan completed.
- Commander's reprisal prevention plan included as an exhibit in the Investigating Officer's report.

Timelines of action

- Investigation completed within 14 calendar days (this includes providing a written response to the complainant and alleged perpetrator about the outcome of the case).
- Extension requested from the next higher commander (30 days max).
- Commander informed Complainant of extension
 - Extension duration
 - Reason for extension
- Commander informed Alleged perpetrator of extension.
 - Extension duration
 - Reason for extension
- Commander update GCMCA 20 calendar days after complaint received and every 14 days thereafter until final resolution.
- Commander provided periodic feedback to the complainant throughout the process.
- Commander provided periodic feedback to the alleged perpetrator throughout the process.

Conduct of the investigation

- Investigating Officer provided a copy of appointment orders.
- Investigating Officer provided a copy of the DA 7279-R listing allegations to be investigated.
- Investigating Officer reviewed AR 15-6 prior to starting investigation.
- Investigating Officer reviewed AR 600-20 (Chapter 6, 7 & Appendix E).
- Investigating Officer met with servicing SJA or legal advisor to review investigation procedures prior to starting investigation.

- Investigating Officer met with EOA prior to investigation to develop questions to be addressed prior to starting investigation.
- Investigating Officer interviewed every individual with first-hand knowledge of facts concerning allegations.
- Investigating Officer interviewed the person who received the complaint.
- Investigating Officer interviewed any named witnesses.
- Investigating Officer interviewed the alleged perpetrator.
- Investigating Officer secured copies of any documents that might substantiate testimony of the complainant, alleged perpetrator, or witnesses.
- Investigating Officer noted concerns or observations of unit policy, procedures, individual leadership, or management techniques that may have a dysfunctional effect on unit climate and foster discriminatory behavior and/or a hostile environment.
- Investigating Officer provided recommendations consistent with findings.
- EOA reviewed Investigating Officer's report prior to submitting it to the commander.
- EOA attached a memorandum documenting his/her review and recommendations.

The following items must be submitted/retained with the Investigating Officer's final report.

- Appointment orders as Investigating Officer.
- Copy of DA 7279-R with attached continuation sheet if needed.
- Copy of completed/initiated commander's plan to prevent reprisal.
- List of questions developed by EOA and IO.
- Statements/synopsis of interviews with all interviewees.
- Copies of supporting documents.
- Description/assessment of unit policies, procedures which may have contributed to perceptions of unlawful discrimination or sexual harassment within the unit.
- Written explanation of extenuating circumstances that prevented the IO from interviewing any named witnesses, complainants or alleged perpetrators.
- Memorandum documenting EOA review of the investigative report and recommendations.

Actions of the Commander upon receipt of the report of investigation.

- Commander submitted the investigative report to SJA for determination of legal sufficiency.
- Results of the investigation annotated in block 11a of DA 7279-R
- Commander took corrective actions to preclude recurrence of discriminatory behavior.
- Commander addressed management deficiencies or other contributing factors that caused the allegations to be raised.
- Commander looked at why complainant(s) raised unsubstantiated complaint(s).
- Actions to resolve the complaint focused on changing inappropriate behavior of perpetrator and avoided targeting the complainant.
- Commander's written counseling discussed the results of the investigation, corrective actions to be taken and the appeals process with the complainant and subject.
- Commander ensured that complainant signed block 12e of DA 7279-R acknowledging that actions taken (or to be taken) by the commander or chain of command were discussed.
- Commander provided the complainant with a copy of the results of the investigation (within the limitations of the Privacy Act and Freedom of Information Act)

- Commander's written counseling discussed the results of the investigation, corrective actions to be taken, and the appeals process with the alleged perpetrator.
- Commander ensured that perpetrator signed block 12c of DA 7279-R, acknowledging that actions taken (or to be taken) by the commander or chain of command were discussed.
- Commander provided the perpetrator with a copy of the results of the investigation (within the limitation of the Privacy Act and freedom of Information Act)

Appeals Process

- Appeal submitted within 7 Calendar days.
- Appeal submitted in writing on DA 7279-R, Part IV to the commander who conducted the investigation.
- Appeal referred to the next higher commander within 3 calendar days.
- Appeal authority completed investigation and provided complainant written feedback within 14 days.

Final Resolution

- General Court-Martial Convening Authority will be the final authority for EO complaints filed IAW AR 600-20, and on a 7279-R.

EQUAL OPPORTUNITY COMPLAINT FORM

For use of this form, see AR600-20; the proponent agency is DCSPER

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 3013, Secretary of the Army: Army Regulation 600-20, Army Command Policy and EO 9397 (SSM)

PRINCIPAL PURPOSE: To provide a means for filing complaint based on discrimination due to race, color, religion, or national origin.
None

ROUTINE USES: Voluntary; However, failure to provide all the requested information could lead to rejection of complaint for inadequate data.

DISCLOSURE

1. NAME	2. RANK	3. SSN	4. UNIT
5. RACE/ETHNIC GROUP		6. GENDER	7. DATE (YYYYMM/DD)

PART I - COMPLAINT

8a. **NATURE OF COMPLAINT.** (Give, in as much detail as possible, the basis for your complaint; describe the incident/behavior(s) and date(s) of the occurrence(s); the names of parties involved, witnesses, and to whom it may have been previously reported; plus, any additional information that would be helpful in resolving your complaint. At each additional sheet, as needed.)

8b. **REQUESTED REMEDY.** (What do you think the final outcome should be?)

9a. **AFFIDAVIT.**

I, _____ have read or have had read to me this statement which begins on this page (page 1) and ends on page _____. I fully understand the contents of the entire statement made by me. The statement is true. I have initialed all corrections. I made the statement without threat of punishment, and without coercion, unlawful influence, or unlawful inducement.

(Signature of Person Making Statement)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this

_____ day of _____, _____ at _____.

(Signature of Person Administering Oath)

(Typed/Printed Name of Person Administering Oath)

9b. **AGENCY RECEIVING COMPLAINT.**

I acknowledge receipt of this complaint from _____ (name/rank)

of _____ (unit) on _____ (date).

I understand I have 3 calendar days (next drill period for reserve soldiers) in which to refer this complaint to the appropriate commander of the complainant.

9c. NAME	9d. GRADE	9e. DATE (YYYYMM/DD)
9f. AGENCY		9g. SIGNATURE

10a. ACKNOWLEDGEMENT.

I acknowledge receipt of this complaint, on behalf of (complainant's name) _____, submitted to me by (name, rank, alternative agency) _____ on _____ . I understand I have 14 calendar days (3 weekend drill periods for

Reserve component(s) in which to initiate an investigation into the complaint, implement a plan to prevent reprisal, complete the investigation, and inform the complainant of the results of that investigation. All formal complaints will be reported within 72 hours to the first GOMCA in the chain of command.

10b. NAME	10c. GRADE	10d. DATE (YYYYMMDD)
10e. ORGANIZATION	10f. SIGNATURE	

PART II - RESULTS OF INVESTIGATION

11a. I (name of commander) _____ reviewed the report of investigation into your allegations. I concur nonconcur with the findings of the investigating officer. I find that your allegations are: substantiated unsubstantiated. I base my decision on the following points:

11b. SIGNATURE OF COMMANDER	11c. DATE (YYYYMMDD)
-----------------------------	----------------------

PART III - ACTIONS TO RESOLVE COMPLAINT

12a. The command has done (or will do) the following actions to resolve this complaint and continue to prevent acts of reprisal:

12b. ADVISEMENT TO COMPLAINANT: You have the right to appeal these actions to resolve your complaint. You will have 7 days (next weekend drill for Reserve components) to submit your appeal in writing. If you elect not to appeal, your case is considered closed. If you decide to appeal, state the basis of, or grounds for, your appeal in the space below. I will refer your appeal to the appellate authority, who will review your case and provide you feedback when that review is completed.

12c. SIGNATURE OF COMMANDER	12d. DATE (YYYYMMDD)
-----------------------------	----------------------

12e. ACKNOWLEDGEMENT BY THE COMPLAINANT AND SUBJECT(S) OF THE COMPLAINT OF FINDINGS, FEEDBACK, AND APPEALS OPTIONS

_____ (Signature of Complainant)	_____ (Date)
_____ (Signature of Subject(s) of Complaint)	_____ (Date)

FOR ADDITIONAL SUBJECT(S) OF COMPLAINT, USE A BLANK SHEET OF PAPER

PART IV - APPEAL

13a. I elect to appeal the outcome of my complaint for the following reasons

Continuation sheet (s) is attached Continuation sheet (s) is not attached

13b. COMPLAINANT'S SIGNATURE	13c. DATE (YYYYMMDD)
------------------------------	----------------------

13d. I have reviewed the complaint file, the investigative findings, and other information regarding this case. My findings are:

13e. SIGNATURE OF APPELLATE AUTHORITY	13f. DATE (YYYYMMDD)
---------------------------------------	----------------------

13g. I acknowledge being counseled concerning the outcome of this appeal.

13h. SIGNATURE OF COMPLAINANT	13i. DATE (YYYYMMDD)
-------------------------------	----------------------

EQUAL OPPORTUNITY COMPLAINT RESOLUTION ASSESSMENT

For use of this form, see AR 600-20; the proponent agency is DCSPER

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 3013, Secretary of the Army: Army Regulation 600-20, Army Command Policy and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To provide a means for filing complaint based on discrimination due to race, color, religion, or national origin.
ROUTINE USES: None
DISCLOSURE: Voluntary; However, failure to provide all the requested information could lead to rejection of complaint for inadequate data.

In accordance with AR 600-20, Army Command Policy, 30 to 45 calendar days (3-4 drill periods for reservists) following final decision on any complaint (substantiated or unsubstantiated) of unlawful discrimination or sexual harassment, an Equal Opportunity Advisor (EOA) will conduct an assessment of the effectiveness of corrective actions and will seek to detect and deter any acts or threats of reprisal. The equal opportunity advisor shall complete the assessment and present his or her findings and recommendations to the commander within 15 calendar days (2nd next weekend drill period for Reserve component).

PART I - COMPLAINT

1. **CORRECTIVE ACTIONS.** The corrective actions taken as a result of the complaint of _____ discrimination/sexual harassment, filed by _____ (type) _____ on _____ (rank/name) _____ (date) were _____

2. **CONDUCT OF THE ASSESSMENT.** (EOA will list the dates and times of actions taken, interview personnel (include complainant, alleged perpetrator, key witnesses, members of the chain of command (and support chain, sampling of unit members, etc.), list surveys used, review of applicable unit records, etc.). Add enclosures/memorandums for record to DA Form 7279-1-R as necessary.

3. **EFFECTIVENESS OF CORRECTIVE ACTIONS.** I conducted an assessment of the effectiveness of the corrective actions taken on _____ (date). My findings are: _____

4. **REPRISAL.** I also sought to detect any incidents (s) or threat of reprisal (s). My findings are: _____

PART II - RECOMMENDATIONS

5a. Based upon my findings, I recommend no further action the following actions be taken:

5b. EQUAL OPPORTUNITY ADVISOR'S NAME/RANK/UNIT	5c. SIGNATURE	5d. DATE (YYYY/MM/DD)
--	---------------	-----------------------

PART III - ACKNOWLEDGEMENT

6a. I acknowledge receipt of this assessment and the EOA's recommendations.
 No further action will be taken. The following action (s) will be taken.

6b. COMMANDER'S NAME/RANK/UNIT	6c. SIGNATURE	6d. DATE (YYYY/MM/DD)
--------------------------------	---------------	-----------------------

This form will be retained on file with the original DA Form 7279-R.

APPENDIX G

COMPLAINT TIMELINE

APPENDIX H

STAFF ASSISTANCE VISIT

FORT HUACHUCA EQUAL OPPORTUNITY OFFICE

STAFF ASSISTANCE VISIT (SAV) CHECKLIST

Updated: 020724

UNIT: _____
DATE: _____

Purpose

The Fort Huachuca Equal Opportunity (EO) Staff Assistance Visit (SAV) checklist is designed to give commanders a “measuring stick” to assess overall effectiveness of the installation and unit EO programs and climate. The primary areas of focus are unit program design, EOR training, unit level training, leader training, and program effectiveness. This checklist was developed from AR 600-20 dtd 15 Jul 99, and DA Pamphlet 350-20, and is not designed to be all-inclusive.

Fort Huachuca EO Objectives

To provide equal opportunity and treatment for all soldiers, DA civilians, and their families without regard to race, color, religion, gender, or national origin and provide an environment free of unlawful discrimination, offensive behavior and sexual harassment (SH).

Rating

Units will receive a rating of satisfactory or unsatisfactory on SAVs. Unsatisfactory rating areas will be re-inspected within 30 days for compliance. Results of SAVs are property of the unit commander and will be released to him/her only. Formal results are intended primarily for the unit; however, these results will be forwarded to the unit of concern through the USAIC Command Group.

UNIT PROGRAM		
	YES	NO
1. Required publications on hand:		
a. AR 600-20, Army Command Policy, 13 May 02		
b. DA PAM 600-26, DA Affirmative Action Plan (AAP)		
c. TRADOC Reg. 600-11, TRADOC AAP		
d. DA PAM 350-20, Unit EO Training Guide		
e. TC 26-6, Cdr's EO Handbook		
REMARKS:		
2. Commander has separate policy letters for EO, SH, and complaint procedures. Policy statements are current and posted.		
REMARKS:		
3. Complaint procedures are clearly posted IAW AR 600-20. Soldiers understand complaint procedures.		
REMARKS:		
4. Complaints are reported to GCMCA within 72 hours and processed IAW current requirements.		
REMARKS:		

	YES	NO
5. Commander directs investigating officers to consult with an EOA prior to and upon completion of AR 15-6 investigations.		
REMARKS:		
6. EORs have direct access to the commander and soldiers for EO matters.		
REMARKS:		
7. Responses to complaints are IAW AR 600-20. Complainant and subject(s) are kept informed of status.		
REMARKS:		
8. Corrective actions are taken for substantiated EO complaints. OERs/NCOERs are annotated IAW AR 600-20.		
REMARKS:		
9. SAVs are conducted at subordinate element(s).		
REMARKS:		

	YES	NO
10. EOR prepares and submits Narrative and Statistical Reports in a timely manner.		
REMARKS:		
11. EORs are assigned at battalion and company level.		
REMARKS		
12. Commander conducted a unit climate assessment and training needs assessment within 90 days of assuming command and annually thereafter.		
REMARKS:		
13. Commander makes religious accommodations for soldiers when there is no adverse impact on readiness.		
REMARKS:		

UNIT LEVEL TRAINING

	YES	NO
1. EO/SH training is conducted at least quarterly. Cdr leads the training. POSH is trained at least 2 of 4 quarters.		
REMARKS:		
2. Chain of command is present at all training.		
REMARKS:		
3. Installation/activity EOA monitors and assists unit level training.		
REMARKS:		
4. EO Training is posted on the unit training schedule. Training is being documented and briefed at QTB.		
REMARKS:		
5. EORs in the rank of SSG – 1LT are appointed on additional orders.		
REMARKS:		

	YES	NO
6. EORs have attended the Fort Huachuca 80 hour EOR course. Certificate is on file.		
REMARKS:		
7. Instructors have adequate training materials prior to presenting EO instruction.		
REMARKS:		
SCHOOL TRAINING		
1. Instructors have adequate material prior to presenting EO instruction.		
REMARKS:		
2. Program of Instruction (POI) reflects EO training.		
REMARKS:		
3. EO training is posted on the training schedule and documented.		
REMARKS:		

	YES	NO
4. Unit senior leaders attend the Fort Huachuca senior leader EO training.		
REMARKS:		

EVALUATION OF CLASSROOM INSTRUCTION

1. Instructor was knowledgeable of subject matter.		
REMARKS:		
2. Instructor covered all lesson objectives.		
REMARKS:		
3. Instructor was able to generate group discussion.		
REMARKS:		
4. Instructor was able to answer student questions.		
REMARKS:		

FORUM CONCERNS

Note: All forums will be conducted on day 2 of SAV.

EOR FORUM: (Number Surveyed:)

COMMENTS:

ENLISTED FORUM: (PVT-SPC)(Number Surveyed:)

COMMENTS:

ENLISTED FORUM: (SGT-SSG)(Number Surveyed:)

COMMENTS:

ENLISTED FORUM: (SFC-CSM)(Number Surveyed:)

COMMENTS:

OFFICER FORUM: (2LT-CPT)(Number Surveyed:)

COMMENTS:



DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
FORT HUACHUCA, ARIZONA 85613-6000

REPLY TO
ATTENTION OF

ATZS-

ME (600-20)

SAMPLE FORMAT

06 Aug 01

MEMORANDUM FOR

Commander, 111th MI Brigade
Commander, 112th MI Brigade (Provisional)
Commander, U.S. Army Garrison

SUBJECT: Post Equal Opportunity Staff Assistance Visit (SAV)

1. To monitor compliance with AR 600-20, and other applicable directives, the Post Equal Opportunity Office will conduct a Staff Assistance visit within your commands 6 – 8 Aug (111th MI) and 9 August 01 (USAG). Inspection checklists, commander’s pre-brief/out-brief have been previously coordinated with the appropriate staff proponent within your commands, with the SAV Checklist provided to the Equal Opportunity Representatives within your respective commands during initial coordinations.
2. To support this SAV, all units are required to participate in sensing sessions on 8 Aug (111th MI), and 9 Aug (USAG). Soldiers should arrive 10 minutes prior to scheduled time.
3. Soldiers selected to attend should represent the unit’s demographics, and include soldiers selected from all units/organizations within the command. The following is the times for soldiers and civilians (**optional**) to attend, with the date as outlined in paragraph 2 above:

<u>Rank</u>	<u>Time</u>	<u>Number Personnel Required</u>
E1-E4	1300-1345	20-111 th / 10-Garrison
E5-E6	1400-1445	20-111 th / 10-Garrison
E7-E9	1500-1545	15-111 th / 08-Garrison
Civilians (Optional)	1600-1630	
Officers	1630-1700	10-111 th / 04-Garrison

ATZS-ME

SUBJECT: Post Equal Opportunity Staff Assistance Visit (SAV)

4. All sensing sessions will last approximately 30 to 45 minutes, and will be conducted at the Post Military Equal Opportunity Office, Building 22328, 2d Building along Brown Parade Field.
5. POCs SFC Doe (111th MI) 3-5305, or SFC Leader (USAG), 3-3696.

JOHN DOE
MSG, USA
Post Equal Opportunity Advisor

CF:
Unit S3



DEPARTMENT OF THE ARMY
 UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
 FORT HUACHUCA, ARIZONA 85613-6000

REPLY TO
 ATTENTION OF

ATZS-CS (600-20)

SAMPLE FORMAT

XX XXX XX

MEMORANDUM FOR

Commander, 111th MI Brigade
 Commander, 112th MI Brigade (Provisional)
 Commander, US Army Garrison

SUBJECT: TRADOC Equal Opportunity Staff Assistance Visit (SAV)

1. To monitor compliance with AR 600-20 and other applicable directives, the US Army TRADOC EO Staff will conduct a Staff Assistance Visit to USAIC&FH, on 5 – 7 Sep 01.
2. To support this SAV, all units are required to participate in focus groups on 6 Sep 01. Additionally, units are required to send their unit EO Representative to meet with TRADOC as indicated in paragraph 3. Focus groups will last approximately one hour, and will be conducted at the Post Military Equal Opportunity Office, Building 22328, 2d building along Brown Parade Field. Soldiers should arrive 10 minutes prior to scheduled time.
3. Soldiers selected to attend should represent the unit’s demographics, and include soldiers selected from all units/organizations within the command. The following are the times for soldiers to attend, with the date as outlined in paragraph 2 above:

<u>Grade</u>	<u>Time</u>	<u>Number Personnel Required</u>
E1-E4	0900-1000	111 th - 8/ 112 th - 8/ Garrison - 3
E5-E6	1000-1100	111 th - 8 / 112 th - 8/ Garrison - 3
E7-E9	1330-1430	111 th - 8/ 112 th - 8/ Garrison - 3
Officers	1430-1530	111 th - 5/ 112 th - 7/ Garrison - 3
Unit EO Representatives	1530-1630	Primary Unit EO Representative

ATZS-ME

SUBJECT: Post Equal Opportunity Staff Assistance Visit (SAV)

4. Point of contact for this action is SFC(P) Leader, Post Equal Opportunity Office, 533-1717.

JANE DOE
COL, MI
Chief of Staff

CF:
Installation G3
111th MI S3
112th MI S3
USAG S3

APPENDIX I

CLIMATE ASSESSMENT

