

29 November 2000

Personnel - General
FORT HUACHUCA AFFIRMATIVE ACTION PLAN

Summary. This memorandum presents the U.S. Army Intelligence Center and Fort Huachuca (USAIC&FH) Affirmative Action Plan (AAP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) Equal Opportunity (EO) program. The AAP is a management document; it fulfills a specific DA requirement that installations and Brigade Commanders develop and publish comprehensive AAPs to measure their EO Programs at Brigade and higher levels. 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.

Applicability. This memorandum applies to all directorates and unit staff offices within the USAIC&FH; and all partner organizations.

Requirements Impacting on Unit Commanders. Requirements which impact on Brigade Commanders are located at paragraphs 6 and 8 of this memorandum.

Supplementation. Supplementation of this memorandum is prohibited without prior approval from the Chief of Staff (CofS), USAIC&FH, ATTN: ATZS-CS, Fort Huachuca, Arizona 85613.

Changes. Changes to this memorandum are not official unless they are authenticated by the Directorate of Information Management (DOIM).

Suggested Improvements. The proponent of this pamphlet 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.

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

*This supersedes the USAIC&FH AAP Plan dated 18 March 1996.

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Chapter 1
Introduction

1. Purpose. This Affirmative Action Plan (AAP) sets forth the goals and objectives of the Commander, USAIC&FH, which constitute affirmative actions in support of the Department of the Army Equal Opportunity Program. This AAP provides guidance for the effective implementation of equal opportunity (EO) programs and sets EO program goals and objectives for the USAIC&FH staff sections and brigade commands. The program is designed to ensure fairness, justice, and equity for all soldiers, regardless of race, color, religion, gender, or national origin; it does **not** assign quotas.

2. References. Referenced publications and forms are listed in Appendix A. Prescribed and referenced publications and forms are available electronically. Fort Huachuca publications and forms are available at <http://huachuca-www.army.mil> and higher echelon publications and forms are available at <http://www.usapa.army.mil>.

- a. AR 600-20 (Army Command Policy)
- b. DA Pamphlet 600-26 (The Department of the Army Affirmative Action Plan)
- c. TRADOC Regulation 600-11 (TRADOC Affirmative Action Plan)
- d. USAIC&FH Equal Opportunity Policy
- e. USAIC&FH Sexual Harassment Policy
- f. USAIC&FH Equal Opportunity Complaint Procedures Policy

3. Explanation of abbreviations and terms. The glossary contains abbreviations and special terms used in this memorandum.

4. Objectives:

a. Foster a command climate that provides the opportunity for growth and effective utilization of individual capabilities based solely on merit, fitness and potential by reinforcing equal opportunity as an obligation of leadership and function of command.

b. Infuse affirmative actions into existing traditional management systems by placing the responsibility for affirmative actions with the commanders and heads of staff agencies that implement the action through their functional managers.

c. Provide a viable mechanism for commanders to assess their and the Fort Huachuca EO program through objective goals, milestones and measurements, based on the following functional areas:

- (1) EO Policy and Procedures
- (2) EO Climate Assessment and Communication

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(3) EO Indicators

(4) Human Relations Training and Education

d. Provide informational sources concerning demographics of USAIC&FH.

5. Policy. It is the policy of USAIC&FH to provide EO and treatment for soldiers and their families without regard to race, color, gender, religion, or national origin. This plan directs positive affirmative actions in support of this policy. It reflects the high priority afforded these important tasks and the commitment of the Fort Huachuca leadership to achieve our common EO Program goals.

6. Responsibilities:

a. USAIC&FH Chief of Staff (CofS) will:

(1) Chair the USAIC&FH AAP panel who will provide a forum for AAP proponents and special staffs to report on EO matters falling within their functional areas of responsibility and AAP goal attainment on an annual basis.

(2) Have general staff responsibility for the development, publication, review, and management of the USAIC&FH AAP.

(3) Assist proponents and special staff with initiatives within functional areas.

(4) Ensure a copy of a new or revised is sent to HQ, TRADOC, ATTN: ATBO-BPE, Fort Monroe, VA.

(5) Have the Garrison Commander chair the AAP panel in the absence of the CofS.

b. Principal Installation staff and selected Garrison staff will --

(1) Serve as proponents for specific actions directed in this AAP at Appendix A.

(2) Serve as AAP panel members. Meet with the USAIC&FH AAP panel annually. The following staff offices are permanent panel members for AAP goals:

(a) CofS

(b) Post Command Sergeant Major

(c) Adjutant General

(d) Installation Chaplain

(e) Installation EO Office

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- (f) Inspector General (IG)
- (g) Directorate of Installation Support (DIS)
- (h) Staff Judge Advocate (SJA)
- (i) Public Affairs Office (PAO)
- (j) Provost Marshal (PM)
- (k) Post Retention
- (l) Housing
- (m) Partner Units

(3) Have staff responsibility for EO matters falling within their functional areas.

(4) Develop goals and reporting procedures for affirmative actions described in Appendix A of this regulation.

(5) Submit AAP Statistical Reports for their areas of responsibility, utilizing the standard formats located at appendices C through G, not later than (NLT) the ninth working day of the month following the end of each quarter.

(6) Manage functional areas of responsibility to identify those areas where discrimination exists. Once discrimination is identified, take appropriate actions to remedy the situation where possible.

(7) Prepare graphic and/or statistical analysis of data to --

(a) Determine if AAP goal is still relevant or requires revision.

(b) Determine if a change in policy or procedure is required.

(c) Brief functional area(s) and provide assessment of goal achievement at annual panel meetings and as required during informal panel meetings.

c. USAIC&FH Installation EO Office will:

(1) Coordinate the revision and update of the AAP as required. Set up formal and informal AAP panel meetings/reviews and be responsible for minutes.

(2) Analyze goal assessment and recommend revisions where appropriate.

d. Brigade Commanders will:

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(1) Develop an AAP at Brigade or equivalent levels in accordance with (IAW) established policy and MACOM guidance, as applicable. Brigade level AAPs need to develop goals to support their specific needs/problem areas and MACOM guidance.

(2) Serve as proponents for specific actions directed in this AAP at Appendix A. Ensure plans are developed to support and achieve designated goals.

(3) Submit a copy of new or revised AAP to HQ, USAIC&FH, ATTN: ATZS-ME, Fort Huachuca, Arizona 85613, NLT 30 November, annually.

(4) Submit AAP Statistical Reports utilizing the standard formats located at appendices C through G, NLT the ninth working day of the month following the end of each quarter.

(5) Manage functional areas of responsibility to identify those areas where discrimination exists. Once discrimination is identified, take appropriate actions to remedy the situation where possible.

(6) Prepare graphic and/or statistical analysis of data to --

(a) Determine if AAP goal is still relevant or requires revision.

(b) Determine if a change in policy or procedure is required.

(c) Brief functional area(s) and provide assessment of goal achievement at annual panel meetings.

7. Reports: The standardized quarterly report formats that support this AAP are located at appendices C through H.

8. The Affirmative Action Panel:

a. The USAIC&FH AAP Panel will meet annually. In addition, the panel will review the AAP semi-annually. One review will be completed at the panel meeting and second review will be done through normal staffing procedures. The panel consists of command and staff representatives identified above in paragraph 6b(2).

b. In addition the personnel listed below will attend AAP panel meetings:

(1) Brigade Commanders and Command Sergeant Majors (CSMs)

(2) Brigade EO Advisors

c. The panel will meet during the month of October or as required for special assessments.

(1) The October panel meeting will report the status of AAP objectives and review EO objectives for appropriateness. Panel members and attendees may recommend changes, as deemed necessary.

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(2) The EO Office will assist panel members in preparing applicable information and determining trends.

Chapter 2

Goal Development, Review, Analysis and Measurements

9. AAP goal format. An explanation of the format elements contained in the AAP follows. Appendix A lists specific USAIC&FH goals by their respective functional areas.

- a. Functional Area: General functional area title.
- b. Subject: Title and sequence number.
- c. Objective: Desired end-state or purpose of action.
- d. Goal: Statement of intention on the part of the commander that represents a desired end to be attained.
- e. Basis for goal: What established the requirement for the goal - DA, TRADOC, local intent, or other guidance.
- f. Affirmative Actions/Critical Success Factors: Steps or actions by activities to ensure all soldiers and their families are afforded equal opportunity.
- g. Milestones:
 - (1) Milestones are arranged in a timetable format to facilitate management effort. They are not ceilings, nor are they base figures to be reached at the expense of requisite qualifications. In affirmative action efforts, milestones are not quotas.
 - (2) Milestones should be realistic, attainable with "good faith" effort, time phased, measurable, and within the span of control or responsibility of the commander who will sign the AAP.
 - (3) Milestone development responsibilities and affirmative action goal accountability rests with the proponent.
- h. Proponent: The proponent block must reflect a specific agency designated for each AAP goal. The command or staff agency must have the resources and authority to control or influence the outcome of the goal. Subject areas will normally have several proponents listed for an affirmative action. An example would be EO Office (1-2). (1-2) Represents the specific affirmative actions that this office is responsible for.

10. Goal development:

a. The AAP panel members are responsible for goal development. Each goal has a functional area proponent who is ultimately responsible for monitoring, reviewing, and analyzing. More than one proponent may be assigned to each goal. Ownership, however, should not be limited to the proponent(s). AAP panel members should be comfortable and familiar with all the goals, not just with their functional area.

b. Develop goals to support all aspects of the Army's EO Program. Requirements for affirmative actions may arise from a need to manage, assess, and report on the status of minority and female soldiers. Goals, however, should not be limited to statistical analysis. Any EO related area may become a goal; e.g., training.

11. Goal revision. Affirmative action goals require constant revision. Discard goals which have been achieved and are no longer relevant. Goals sometime become obsolete, overcome by events, or simply not achievable. Proponents will review each goal at the AAP panel meeting in October. At that time, the panel will decide whether the goal is to be maintained, revised, or dropped.

12. Review and analysis.

a. Proponents will present their goals at the AAP panel. Review will include goal status and statistical analysis where appropriate. Recommendations for change (additions, deletions) will be included.

b. Proponents will provide a written semi-annual review of goals to the Military EO Office NLT 20 March each year.

13. Measurement.

a. Goals, which are quantifiable, are measured in order to --

(1) Identify trends.

(2) Highlight differences or discrepancies.

b. Goals, which are not quantifiable, will be presented in narrative.

SUSAN A. BROWNING
COL, MI
Chief of Staff

Distribution E

Appendix A

AFFIRMATIVE ACTION PLAN EO POLICY AND PROCEDURES	
Subject Affirmative Action Plans (AAP)	Number 1
Goal(s) Develop realistic AAPs with achievable goals that contribute to readiness and provide the Installation and Brigade Commanders with a viable mechanism to assess their EO programs through objective goals, milestones and measurements.	
Objective(s) Infuse AAPs into existing management systems by providing commanders with a realistic mechanism to assess, monitor and sustain the progress of their EO Programs.	
Basis AR 600-20, DA PAM 600-26, TRADOC AAP and the Fort Huachuca AAP requires commanders, down to Brigade level, to develop and maintain an AAP.	
Affirmative Actions/Critical Success Factors	Milestones FY 01
1. Develop and maintain a viable AAP at brigade and higher levels IAW AR 600-20, DA PAM 600-26, and MACOM guidance that supports the common EO objectives of all commands annually.	Continuous, Review Semi-Annually, Report Statistics Quarterly
2. Monitor AAP goal progress by formulating and conducting AAP panel meetings at brigade and higher levels.	As Required
a. Installation conducts formal AAP panel meeting with staff and proponents to monitor and review progress.	Annually, 1 st Quarter
b. Brigades that require AAPs conduct AAP panels to report progress and review goal viability.	Semi-annual, As Required
3. Align AAP goals with existing measurement systems to eliminate non-value added reporting.	As required
4. EOAs provide assistance and recommendations to proponents and commanders.	As required
Proponent: Commanding General (1,2,); CofS (1,2,3); brigade and equivalent commanders (1,2,3); EO Office (1-4); Brigade EOAs (1-4)	

AFFIRMATIVE ACTION PLAN EO POLICY AND PROCEDURES	
Subject EO Policy Statements	Number 2
<p>Goal(s) Eliminate possible assumptions, misconceptions and affirm the command's personal commitment to the EO program, the prevention of sexual harassment, and the Consideration of Others (CO2) program.</p> <p>Objective(s) Publish policy statements of commitment to EO, prevention of sexual harassment, and CO2 to maximize awareness and demonstrate command emphasis.</p>	
Basis IAW AR 600-20	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
1. Publish policy statements in support of EO, the prevention of sexual harassment, and CO2.	Within 30 days of Assuming Command
2. Post policy statements in support of EO, the prevention of sexual harassment, and CO2 in units/activities IAW AR 600-20.	Continuous
3. Ensure members of the Command are aware of these policies.	Continuous
4. Monitor and inspect units to ensure compliance of milestone-2 during Command Inspections and SAVs.	See Subject 4
Proponent: Commanding General (1); Brigade Commanders, (1-4); IG (3-4); EO Office (3-4)	

AFFIRMATIVE ACTION PLAN EO POLICY AND PROCEDURES	
Subject EO Complaint Procedures and Processing	Number 3
<p>Goal(s) 1. Ensure military personnel and family members know where and how to file complaints of discrimination and sexual harassment, and that statistical data is maintained and reported. 2. Monitor formal EO complaint processing to ensure adherence to timelines, reporting requirements and procedures, and that EOAs conduct resolution assessments.</p> <p>Objective(s) Provide soldiers and family members with information and written guidance on their right to file EO complaints and the procedures for filing EO complaints, and instill trust in the EO complaint system.</p>	
<p>Basis IAW Fort Huachuca Policy and AR 600-20. Recent trends indicate that formal EO complaints are not being processed IAW prescribed timelines and commanders are not involving their servicing EOAs before, during and after inquiries and/or investigations.</p>	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
1. Publish policy statements on procedures for filing formal and informal EO/Sexual Harassment complaints within 30 days of assumption of command. 2. Formal procedures are posted where soldiers will have access to them IAW AR 600-20. 3. Monitor to ensure compliance with Fort Huachuca EO/Sexual Harassment Complaint Policy. <ul style="list-style-type: none"> a. 100% of formal EO complaints referred to appropriate commander/agency within 72 hours of receipt and processed IAW timelines established by AR 600-20. b. 100% resolution assessments conducted within 45 days. c. Summary of all formal complaints reported to the GCM within 72 hours of receipt. d. Investigating Officer(s)/Commanders consult with the servicing EOA before, during and at the completion of inquiries/investigations. 	Within 30 days of Assuming Command Continuous Continuous, Report Statistics Quarterly. Review Continuously.
<p>Proponent: All Commanders (1-4);EO Office (1-4); Brigade EOAs, IG (1-4)</p>	

AFFIRMATIVE ACTION PLAN EO POLICY AND PROCEDURES	
Subject Staff Assistance Visit (SAV) and Command Inspection Programs (CIP)	Number 4
Goal(s) Provide commanders with current assessment of EO climate and prepare TRADOC activities for annual TRADOC SAVs. Integrate EO assessments with established CI Programs.	
Objective(s) Provide the command with assistance on the development and maintenance of the EO Program and enforce directives through regularly scheduled inspections	
Basis AR 600-20 requires EOAs to conduct SAVs within their organizations and during regular command inspections to assist commanders with their EO Programs.	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
1. Installation EO Office conducts annual SAVs to TRADOC commands, and as requested by separate and assigned commands IAW Appendix H.	Annually, As Requested
2. Review EO policy statements for compliance with Fort Huachuca EO Policies and AR 600-20 to ensure directives are being enforced.	As Required
3. Review EO/CO2 training and attendance records for compliance with Fort Huachuca CO2 Policy and AR 600-20.	As Required
4. Review mandatory unit level Command Climate Survey records for compliance with HQ DA directives.	As Required, Reported Quarterly
Proponent: EO Office (1-4); Brigade EOAs (2-4); IG (2)	

AFFIRMATIVE ACTION PLAN EO POLICY AND PROCEDURES	
Subject Newly Assigned Personnel In-Briefs	Number 5
<p>Goal(s) Implement or sustain EO in-briefings for newly assigned personnel and family members, (done in conjunction with current newly assigned personnel in-briefs) to assist with developing and sustaining a healthy EO climate.</p> <p>Objective(s) In-brief all newly assigned personnel, TRADOC Students and IET Soldiers on the units EO programs and policies, location of EO personnel and complaint procedures, and the commanders EO program philosophy.</p>	
<p>Basis AR 600-20 requires soldiers to understand the Command's EO programs and policies, location of EO personnel and complaint procedures. Newly assigned personnel who receive this guidance on the EO program will ensure a continued awareness and understanding of the EO.</p>	
Affirmative Actions/Critical Success Factors	Milestones FY 01
<p>All units and activities implement procedures to incorporate EO into the newly assigned personnel in-briefs within currently established SOPs.</p>	<p>As Required</p> <p>Procedures will be Reviewed during SAVs</p>
<p>Proponent: Brigade Commanders; EO Office; Brigade EOAs</p>	

AFFIRMATIVE ACTION PLAN EO CLIMATE AND COMMUNICATION	
Subject Unit EO Councils and Command Climate Assessments	Number 6
Goal(s) 1. Establish feedback mechanisms to provide commanders with specific informal EO issues and concerns that are affecting unit readiness. 2. Conduct mandatory Command Climate Assessment Surveys and track during quarterly EO Reports.	
Objective(s) 1. Provide responses to issues and promote involvement and interest in EO. 2. Demonstrate command concern by proactively addressing issues raised during EO Councils and as identified during the conduct of CCAS.	
Basis Army Human Relations Action Plan, and AR 600-20, The Senior Review Panel on Sexual Harassment identified that leaders have failed to gain the trust of their soldiers.	
Affirmative Actions/Critical Success Factors	Milestones FY 01
1. Conduct Installation EO Councils with all Ft. Huachuca EOAs (including partner units) to address informal issues and trends. Document with memo at Appendix G. Provide feedback to commanders.	Quarterly
2. Monitor and report statistical data of all units required to conduct Command Climate Surveys to ensure they are conducted within 90 days of assumption of command, and annually thereafter.	Reported Quarterly, Review Annually
3. Provide feedback to the unit on survey results and formulate action plans to address issues.	Continuous
Proponent: Brigade Commanders (2); EO Office (1-2); Brigade/Partner EOAs (1-2)	

AFFIRMATIVE ACTION PLAN EO CLIMATE AND COMMUNICATION	
Subject Equal Opportunity in Off-Post Housing and Public Establishments	Number 7
Goal(s) Ensure off-post housing referral services and public establishments provide non-discriminatory service to military personnel and family members.	
Objective(s) Population considered should be able to locate suitable housing and frequent public establishments free of discrimination.	
Basis AR 600-20, AR 210-50 and AR 190-24 requires equal opportunity for military personnel and family members, both on and off post and within the limits of the laws of localities, states, and federal.	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
1. Ensure all newly assigned personnel process through the Housing Referral Office before seeking off-post housing, IAW TRADOC Suppl. 1 to AR 210-50. Additionally, all newly assigned personnel will be informed of all off-post, off-limits public establishments.	Continuous
2. Inform all personnel of their rights and responsibilities.	As Required
3. Inform EO Office/Housing Referral Office of off-post housing discrimination and the EO Office/Installation Armed Forces Disciplinary Control Board of off-post public establishment discrimination.	Report Annually, Quarterly, and as Required
Proponent: Brigade/Partner Unit Commanders (1-3); Housing Referral Offices (1-3); EO Office (3)	

AFFIRMATIVE ACTION PLAN EO CLIMATE AND COMMUNICATION	
Subject Religious Activities	Number 8
Goal(s) Provide religious activities that meet the needs of military personnel and their families.	
Objective(s) Ensure a continuous program of ministry to persons of all cultural backgrounds.	
Basis AR 600-20 and	
Affirmative Actions/Critical Success Factors	Milestones FY 01
1. Provide ethnic oriented services, including major religious holiday services and other special religious activities as the need is identified and resources are available.	Continuous
2. Encourage minorities, including females, to both participate in religious activities and assume leadership positions within the spiritual life of community.	Continuous
3. Monitor the various religious observance days and notify installation personnel and family members of events.	Continuous
4. Continue partnership with EO, staff and other community assets as a resource to conduct and/or participate in programs and special seminars.	Continuous
5. Assist soldiers in requesting necessary religious accommodations and commanders in evaluating requests for religious accommodations IAW Chapter 5, AR 600-20	As needed
Proponent: Installation Chaplain (1-5); EO Office (5); Brigade EOAs (5)	

AFFIRMATIVE ACTION PLAN EO CLIMATE AND COMMUNICATION	
Subject Public Affairs Support of EO Policy	Number 9
Goal(s) Support the goals and objectives of the AAP by keeping the internal/external public aware of the command's support and emphasis of the EO program.	
Objective(s) Provide continuous support to command EO programs through effective Community Relations (CR), Media Relations (MR), and Command Information (CI) Programs.	
Basis AR 600-20	
Affirmative Actions/Critical Success Factors	Milestones FY 01
1. Maintain contact with local/area news media community activities and civic organizations that include and promote all cultural and ethnic groups	Continuous
2. Provide coverage in Public Affairs releases and the Scout (post newspaper) that continue to represent the diverse population of the installation.	Continuous
3. Prepare and publish articles on EO policies and programs with particular attention to unit and installation cultural and training events.	Continuous
4. Ensure that non-offending and non-sexist language is used and sex role/ethnic stereotyping is avoided in materials developed or received for release to both internal and external publications.	Continuous
5. Provide an equal forum for the expression of thoughts and ideas, when they do not conflict with command, DA or DOD policies and guidelines (Letters to the Editor).	Continuous
6. Provide a forum for the commander to disseminate policy messages concerning EO topics.	Continuous
Proponent: Public Affairs Office (1-6); EO Office (3,4,6); Brigade EOAs (3,4,6)	

AFFIRMATIVE ACTION PLAN EO INDICATORS	
Subject Enlisted Retention/Bars to Reenlistment	Number 12
<p>Goal(s) Ensure all qualified soldiers are provided EO for reenlistment and identify factors affecting over/under representation to include Bars.</p> <p>Objective(s) 1. Collect and monitor Reenlistment/Bars to reenlistment force composition data and statistics as required in order to perform analysis and assessment necessary to measure AAP goals/milestone progress. 2. Reenlistment, bars and waivers should be comparable to the demographics of the total population considered. Identify trends so those commanders can investigate causes and take action as appropriate.</p>	
Basis DA Pam 600-26	
Affirmative Actions/Critical Success Factors	Milestones FY 01
1. Report the reenlistment breakout by ethnic group and gender of eligible and actual reenlistment for first termers, mid careerist, careerist, bars, and waivers to the EO office on the appropriate form provided in Appendix C. 2. Provide statistical data to those agencies with AAP responsibilities. 3. Review and identify trends; report trends to commanders.	Report Quarterly Quarterly Semi-annually
Proponent: Retention (1-2); EO Office (2-3); Brigade EOAs (2-3)	

AFFIRMATIVE ACTION PLAN EO INDICATORS	
Subject Military Justice Actions and Discipline	Number 14
<p>Goal(s) To ensure unbiased administration of military justice and discipline.</p> <p>Objective(s)</p> <ol style="list-style-type: none"> 1. Monitor military justice actions and discipline to ensure they are administered comparatively to the overall rate for the total population considered. 2. Ensure that the administration of military justice is not affected by irrelevant factors such as race or gender. 	
<p>Basis DA PAM 60-26 requires reporting of Article 15's, chapters, courts martial and punitive charges. The presence of disproportionate representation of any racial or ethnic groups, or genders receiving punitive actions has to be identified and analyzed for trends and causes to address perceptions that soldiers may have.</p>	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
<ol style="list-style-type: none"> 1. Provide the total number of Article 15s administered by rank, REDCAT, and gender to the EO office on the appropriate form at Appendix C. 2. Provide the total number of discharges and court martials by rank, REDCAT, and gender to the EO office on the appropriate form at Appendix C. 3. Provide the total number of crimes against property, crimes of violence, drug abuse offenses and confinements by rank, REDCAT, and gender to the EO office on the appropriate form at Appendix C. 4. Provide Statistical Report to commanders during AAP Panel Meetings. 	<p>Quarterly, Report semi-annually</p> <p>Quarterly, Report semi-annually</p> <p>Quarterly, Report semi-annually</p> <p>As Required</p>
<p>Proponent: SJA (1,2); PMO (3); Brigade Commanders (1-3); EO Office (4)</p>	

AFFIRMATIVE ACTION PLAN EO INDICATORS	
Subject EO Complaint Trends	Number 15
<p>Goal(s) Monitor formal EO Complaints by REDCAT, gender, types of complaint, method of resolution, whether the complaint was substantiated/unsubstantiated, and appeals status to identify and benchmark trends or systemic patterns.</p> <p>Objective(s) 1. Collect and maintain formal complaint data and statistics as required in order to perform analysis and assessment necessary to measure AAP goals/milestone progress. 2. Identify and correct systemic trends relating to discriminatory practices based on race, gender, religion, ethnicity or national origin and address.</p>	
Basis IAR 600-20.	
Affirmative Actions/Critical Success Factors	Milestones FY 01
<p>1. Provide formal EO complaint assessments to the EO Office and higher echelons as required by REDCAT, gender, types of complaint, method of resolution, whether the complaint was substantiated/unsubstantiated, and appeals status to identify and benchmark trends or systemic patterns utilizing the report format at Appendix E.</p> <p>2. Monitor EO complaint trends</p> <p>3. Provide EO complaint statistical data to those agencies with AAP responsibilities.</p>	<p>Report Quarterly, Review Semi-Annually</p> <p>Quarterly</p>
Proponent: Brigade/Partner Unit Commanders (1); EO Office (1-2); Brigade EOAs (1-2); IG (1)	

AFFIRMATIVE ACTION PLAN HUMAN RELATIONS TRAINING AND EDUCATION	
Subject Unit EO/Human Relations Training	Number 16
<p>Goal(s) 1. Conduct 2 hours of EO training on a quarterly basis, utilizing CO2 methodology (facilitator led, small group discussions--1:25 ratio), tied to unit climate assessment. 2. Institutionalize EO/Human relations training within the organizational framework to maximize readiness by proactively preventing EO related incidents from occurring.</p> <p>Objective(s) Monitor EO/Human Relations training statistics and frequency to benchmark attendance percentages and ensure required training is conducted.</p>	
<p>Basis AR 600-20 requires commanders and leaders to conduct EO training and to establish and maintain a unit EO training program. CSA directives require commanders to implement CO2 training down to the lowest level. EO/Human relations training will be reported as part of the unit's Quarterly Training Briefing (QTB).</p>	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
1. Provide unit training statistics to the Brigade EOAs, EO office and higher echelons as required to identify unit trained, number of hours conducted, type of training conducted, total number assigned, and total number of available soldiers trained, IAW Appendix F.	Report Quarterly, Review Annually, Monitor Continuously
2. Report EO/Human Relations training during unit QTBs to include; type and dates of human relations training conducted by the unit since last QTB; type and dates of human relations training scheduled for the unit before the next QTB.	Quarterly
3. Provide facilitator training and cadre certification at the installation level to assist units with achieving the required 1:25 facilitator ratio.	Semi-annually
4. Conduct internal facilitator training at the brigade level to provide the required number of trained facilitators needed.	As Required
5. Assist commanders with developing their EO/Human Relations training programs and CO2 methodologies, based on the units METL and mission requirements.	Continuous
Proponent: Brigade Commanders (1,2); EO Office (1,3,5); Brigade EOAs (1,4,5)	

AFFIRMATIVE ACTION PLAN HUMAN RELATIONS TRAINING AND EDUCATION	
Subject Executive Level EO/Human Relations Training Seminars	Number 17
<p>Goal(s) Provide professional development training for critical leaders at brigade and higher levels, relating to EO/Human Relations, to increase leader emphasis on current issues that impact readiness.</p> <p>Objective(s) Conduct semiannual EO/Human Relations training for executive level leaders at brigade and higher levels IAW AR 600-20.</p>	
<p>Basis AR 600-20 requires commanders at Brigade and higher levels to conduct semiannual EO training specifically for executive level leaders.</p>	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
<p>1. Conduct executive level EO/Human Relations training for the installation staff, Brigade and Partner Unit Commanders and CSMs and their executive level staff. Provide training statistics to higher echelons as required to identify number of hours conducted, type of training conducted, total number trained, IAW Appendix F.</p> <p>2. Conduct executive level EO/Human Relations training at brigade level. Provide training statistics to EO Office and higher echelons as required to identify number of hours conducted, type of training conducted, total number trained, IAW Appendix F.</p>	Semiannually, Report Annually,
<p>Proponent: Commanding General (1); Brigade Commanders (2); EO Office (1); Brigade EOAs (2)</p>	

AFFIRMATIVE ACTION PLAN HUMAN RELATIONS TRAINING AND EDUCATION	
Subject Institutional Equal Opportunity Training	Number 18
Goal(s) Ensure that institutional EO training is provided at all levels for students (NCOES, OES, WOES, PCC, IET) as part of all TRADOC and installation service schools.	
Objective(s) Prepare soldiers and leaders at all levels to understand their responsibilities relating to the Army's EO Program as part of institutional service school training.	
Basis AR 600-20. Requires EO training be provided to students of Army Service Schools, and during IET/AIT training.	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
1. Integrate, conduct and sustain EO Training as part of TRADOC service schools IAW TRADOC guidance, and approved Training Support Package (TSPs) requirements.	Continuous
2. Provide advisory assistance to service schools in planning and conducting required service school EO training.	As Required
Proponent: Brigade Commanders (1); EO Office (1-2); Brigade EOAs (1-2)	

AFFIRMATIVE ACTION PLAN HUMAN RELATIONS TRAINING AND EDUCATION	
Subject Equal Opportunity Representatives Training and Strength	Number 19
Goal(s) 1. Conduct quality training to certify Equal Opportunity Representatives (EORs) at the installation level to assist commanders with implementing and developing their EO Programs. 2. Train a minimum of 60 new EORs each fiscal year and monitor unit EOR strength and demographics to identify selection trends and manning levels.	
Objective(s) 1. Provide trained EORs to every unit IAW AR 600-20. 2. Ensure that the best qualified are selected to perform the duties of EOR.	
Basis AR 600-20 requires Equal Opportunity Advisors (EOAs) to train EORs to meet local requirements. Current demographics suggest that Commanders select minorities as EORs, versus selecting the most qualified based on fairness, merit and potential.	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
1. Schedule EOR Course and notify brigades of course dates and allocations available. Conduct EORC and train a minimum of 12 new EORs quarterly. 2. Monitor demographic profiles of EORs and report IAW Appendix D. 3. Monitor units to ensure 100% trained EORs assigned. Report as part of unit QTBs.	Quarterly, Report Annually Report Quarterly, Review Annually Report Quarterly, Review Annually
Proponent: Brigade/Partner Unit Commanders (2-3); EO Office (1-3); Brigade EOAs (1-3)	

AFFIRMATIVE ACTION PLAN HUMAN RELATIONS TRAINING AND EDUCATION	
Subject Equal Opportunity Advisor Training and Strength	Number 20
<p>Goal(s)</p> <ol style="list-style-type: none"> 1. Conduct quality professional development training at the installation level on a monthly basis for all brigade EOAs to provide their servicing commands with competent and skilled EOAs. 2. Monitor EOA strength, demographics, and recruit proven leaders to perform EOA duties. Assess EOA demographics and strength to ensure the overall profile of the installation reflects the diversity of the total force. <p>Objective(s)</p> <ol style="list-style-type: none"> 1. Provide relevant training on a quarterly basis to keep EOAs proficient. 2. Maintain EOA strength to ensure each command authorized an EOA remains filled. Recruit proven leaders for EOA duties. 	
<p>Basis</p> <p>IAW AR 600-20, EOA strength will reach authorized levels in FY 01 IAW SECARMY directives. Constant emphasis must be maintained to ensure positions are documented and filled. AR 600-20 mandates reporting of EOA strength as part of unit QTBs.</p>	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
<ol style="list-style-type: none"> 1. Schedule and conduct EOA professional development on a quarterly basis. 2. Monitor demographic profiles of EOAs and report IAW Appendix D. 3. Monitor units to ensure 100% trained EOAs assigned. Report as part of unit QTBs. 4. Ensure current EOA authorizations are coded and annotated on TDA or MTOE documents. 	<p>Quarterly</p> <p>Report Quarterly, Review Annually</p> <p>Report Quarterly, Review Annually</p> <p>Continuous, Review Annually</p>
<p>Proponent: Brigade Commanders (2-4); EO Office (1-3); Brigade EOAs (1-3); AG (3); RM (4)</p>	

FFIRMATIVE ACTION PLAN HUMAN RELATIONS TRAINING AND EDUCATION	
Subject Special/Ethnic Observances and Seminars	Number 21
Goal(s) Conduct successful Special/Ethnic Observances to enhance cross-cultural awareness, harmony and instill our institutional values among soldiers, family members, and the civilian work force.	
Objective(s) Educate soldiers, family members and the civilian work force on the achievements and contributions made by all members of our society of specific race, color, gender, religion, or national origin as announced annually by Department of the Army,	
Basis IAR 600-20.	
Affirmative Actions/Critical Success Factors	Milestones
	FY 01
1. Incorporate culturally related displays, ethnic meals, guest speakers, soldier and community participation, and innovative skits and presentations to enhance the quality and meaning of special/ethnic observances.	As scheduled in AR 600-20, Report Quarterly
2. Encourage commanders at all levels to recognize designated observance periods as part of command information briefs and provide members of the unit the opportunity to attend observances.	As scheduled
3. Provide broader access for those personnel unable to attend scheduled observances by utilizing the Post Cable Channel, local media coverage and incorporating local community events.	As scheduled
Proponent: Brigade/Partner Unit Commanders (1-2); EO Office (1,2); Brigade EOAs (1,2); PAO (1-3)	

