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HR/EO

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Personnel - General
MILITARY AFFIRMATIVE ACTION PLAN

Internal Control Systems. This document is not subject to the requirements of AR 11-2. It does not contain internal control provisions.

Summary. This document describes the Affirmative Action Program of the WAARNG Military Equal Opportunity Program. It is a complete revision of the WAARNG Affirmative Action Plan, dated September 1991.

Supplementation of this document is prohibited without prior approval from this headquarters.

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CHAPTER 1

AFFIRMATIVE ACTION PLAN (AAP)

1-1. PURPOSE.

a. In accordance with NGR 600-21, page 2-3, para 2-10a, affirmative actions plans will be developed and implemented by STARCs and separate units down to and including brigade or equivalent level. Support of the AAP is a responsibility of all commanders in meeting standards of equal opportunity for those who are a part of our military community. The Adjutant General has endorsed the AAP and is committed to equal opportunity. The same commitment and support is expected from all commanders at all levels in order to realize the goals as set forth in the WAARNG AAP.

b. Combat readiness within the WAARNG is derived from the soldiers, equipment, and training. Human readiness is a factor that impacts on the WAARNG capabilities. The AAP provides command a mechanism to favorably influence the human element in soldiers regardless of their race, color, religion, gender, or national origin; Affirmative Action remains an essential mission task. The WAARNG AAP is a military personnel management document; it fulfills NGB requirements that military organizations develop and implement realistic AAPs.

1-2. SCOPE.

a. The AAP applies to the M-day force, technicians while in the fulfillment of their military duties, and the AGR force.

b. The WAARNG AAP incorporates Department of the Army and National Guard Bureau (NGB) policies and procedures in establishing and maintaining long-term management of the Military Equal Opportunity (EO) Programs. These policies and procedures are based on Title VI of the Civil Rights Act of 1964.

c. Goals defined in this document are intended to be mutually supportive of the goals of the WAARNG Affirmative Employment Plan. When the percentage of minorities and females in the WAARNG increases, a corresponding increase is expected in the full-time work force.

d. The CPOC Civilian Personnel Office was changed to Human Resources Office (HRO) to reflect an update in the STARC Table of Distribution and Allowances.

1-3. GENERAL.

a. Support of the AAP is a responsibility of all commanders in meeting standards of equal opportunity for those who are a part of our military community. A TAG endorsement of the AAP is a commitment to support equal opportunity within WAARNGs command and the same commitment is expected from commanders at all levels. We will be able to attain the goals set forth in the WAARNG AAP only through proper command emphasis and accountability from the chain of command and staff.

b. Equal opportunity is an essential part of maintaining an efficient and effective fighting force. Equality is a right to be enjoyed by all soldiers and must not be depreciated by personal or institutional discrimination. Accordingly, commanders and staffs within the WAARNG must take it upon themselves to identify problems in this area and respond to the needs of soldiers. Candid channels of communication are imperative in fostering equal opportunity at all levels of command. Included in the AAP is a provision to help illuminate the similarities in cultures of all soldiers.

c. AAPs are not mechanisms for preferential treatment. They are, however, a means of ensuring equal treatment. Within AAPs are numerical goals and objectives arranged in a timetable format to facilitate command effort (see Appendix A). Goals are not ceilings nor requisite qualifications. They are planning tools based on command and staff estimates that define a direction for the EO program. Affirmative action goals are frequently misunderstood and misinterpreted. For a precise definition of terms, see the glossary.

d. Prevention of Sexual Harassment (POSH) training will be conducted regardless of whether or not there are females in a unit. POSH is addressed more specifically in Chapter 3 of this document.

e. Absence of EO positions in units below HQ STARC does not mean that individual commanders can elect not to assign an EO Representative (EOR), officer or enlisted. Guidance for the number of EORs will be provided by the MSCs based on geographic proximity of units to the MSC and headquarters size of the unit(s) concerned.

In addition, low minority/female percentage does not imply that a unit requires no EOR. At STARC and MSC levels, those assigned to EO slots will be graduates of the Defense Equal Opportunity Management Institute which qualifies them as EO Advisors (EOA). EORs will be graduates of the active component Equal Opportunity Representative course or comparable training provided by HR/EO through HQ STARC.

f. Complaint processing will be handled with minimal disruption given proper procedures outlined in NGR 600-21. Particular attention will be focused on facilitating an open channel of communication during the fact finding inquiries and a willingness to take whatever corrective action is necessary to resolve complaints. (This subject is addressed in Chapter 4).

1-4. OBJECTIVES. Actions listed in this plan are designed to:

a. Provide opportunity for expansion and effective utilization of actual and potential capabilities of the WAARNG.

b. Correct imbalances to provide more meaningful participation for all soldiers. This has a serious impact on morale and duty performance.

c. Provide direction to MSCs on identifying common goals and defining responsibility to subordinate commands which includes evaluation.

d. Provide training to increase awareness and foster attitudes that support WAARNG objectives.

1-5. EXPLANATION OF TERMS. Special terms used in this document are explained in the glossary.

1-6. ASSESSMENT.

a. Commanders still find it difficult to implement viable EO programs based on EOR positions being additional duty. Additionally, individual soldiers do not have ready access to the EO program which can create the impression of a lack of concern on the part of the command. EO, however, is still considered to be the commander's program. He/she is expected to integrate EO training and principles into the overall unit mission based on unit climate concerns and appropriate topics.

b. Progress has been made since the last AAP. Several officers/soldiers have attended the active component unit EOR course. There have also been concerted efforts to do EOR training in phases at the STARC level. This has been successful only for those units who will release soldiers for those periods of training. A program involving an intensive two day course at STARC with qualified instructors is the logical next step. The two week quarterly active component course does not seem to draw as many EORs as desired.

1-7. MILITARY EQUAL OPPORTUNITY ASSESSMENT (MEOA). The MEOA has been established by DOD 1350.3 and will be used to monitor objectives in the AAP on an annual basis. The MEOA requires statistical input from DCSPER regarding composition of the force of the WAARNG. HR/EO will assist with analyzing data and will coordinate submission of the MEOA to NGB-HR in January of each year.

1-8. STATISTICS. Since this AAP covers FY 00-04, the statistics reflect the percentages based on the 1990 census only. (See appendix B).

CHAPTER 2

TRAINING

2-1. BACKGROUND.

a. Training in Equal Opportunity subjects is crucial for the individual soldier. It increases awareness of the need to be sensitive to the backgrounds of other soldiers. Adequate training also strengthens professional development of soldiers by emphasizing leadership responsibilities. These elements increase unit cohesiveness as they reduce sources of conflict. It is important to understand that EO training addresses individual attitudes because of the effect they have on behavior. Behavior, however, unlike attitudes, can and will be governed by regulations and policy where it concerns EO. The emphasis of training is to create an atmosphere where soldiers feel able to concentrate on the mission rather than individual biases that can negatively affect performance and impact readiness.

b. Another important goal of training is to inform soldiers of their rights and what constitutes discrimination. Providing this information reflects a command attitude of concern for individual soldiers and also helps them differentiate between discrimination issues as opposed to other types of complaints.

c. The chain of command is the most crucial element in a successful training program. Based on the recommendations of the EOR, he or she will be able to tailor training to meet the specific needs of the unit depending on the ethnic composition.

2-2. IMPLEMENTATION.

a. HR/EO will provide training to selected S-1 officers and soldiers from each of the MSCs upon request. This training will enable them to perform duties and functions of the EORs at the unit level. If those appointed as EORs cannot attend this training, they may request to attend the active component EOR Course conducted quarterly at Fort Lewis. HR/EO will also coordinate with MSCs to schedule training without unduly affecting other mission requirements. However, those assigned as EORs will receive training within a year of appointment.

b. MSCs will provide orientation to commanders and 1SGs concerning the need to personally conduct EO classes within their units. The commander will ensure that adequate and verifiable training records are maintained for responding to MSC requests on status of training.

c. EORs will provide input to commanders concerning regulations, lesson plans, subject matter representations, and inclusion of EO into already existing training requirements.

d. In order to be fully effective, EO subjects will also be included in the 205th Leadership Regiment curricula for officer candidates and NCOs. This will reinforce the command responsibility to understand and integrate EO principles in unit training.

CHAPTER 3

PREVENTION OF SEXUAL HARASSMENT (POSH)

3-1. BACKGROUND.

a. Preventing sexual harassment continues to be a concern for officers and soldiers of both genders. Sexual Harassment, if present, degrades the quality of the training environment. It also has serious impact on mission accomplishment because of the strong potential to affect unit cohesiveness. Sexual harassment can a form of gender discrimination and will not be tolerated. All those in positions of leadership share the responsibility to foster and maintain a training environment free of sexual harassment. This includes responsibility to proactively discourage the development of this unprofessional behavior.

b. Complaints of sexual harassment are handled in the same manner as all other complaints of discrimination. However, Commanders must take measures to ensure that the complainant himself or herself does not become the center of the inquiry. In addition, it should be understood that culpability of the complainant is not an element in substantiating sexual harassment. EORs will provide appropriate guidance to the Commanders to reduce this possibility. More specific guidance appears in the Commander's Handbook on EO.

3-2. IMPLEMENTATION OF A TRAINING PLAN. Due to the serious nature of sexual harassment, it is crucial that officers and soldiers understand what sexual harassment is and the WAARNG policy on POSH. This will be accomplished by mandatory classes to be taught separately from other EO subjects. The material provided by HR/EO, also in the Commander's Handbook, can be taught by the Commander or his/her representative (EOA/EOR). Training will be conducted as required by NGB policy and TAG directive.

CHAPTER 4

COMPLAINT PROCEDURES

4-1. BACKGROUND. The manner in which a Commander responds to complaint has a great impact on whether the complaint can be resolved in the informal stages, or whether a formal complaint with an investigation occurs. Timely response to complaints also significantly aids in resolving complaints. The chain of command is the primary mechanism for resolving complaints. Once a complaint has been made, it is imperative that EOAs/EORs conduct a fact finding inquiry as directed by the Commander. Commanders are reminded that not handling a complaint in the appropriate manner can produce a potentially volatile situation which will disrupt unit cohesiveness and morale.

4-1. IMPLEMENTATION.

a. Complaints must be in writing and must identify the type, date, and act of alleged discrimination. In addition, the complainant must name the individual(s) whom he or she feels is/are responsible for the alleged discrimination. Complainants may identify those actions that will provide them with equity. This does not include disciplinary action against those whom the complainant has named as allegedly responsible. Disciplinary action is only imposed when allegations have been verified. EOAs/EORs may recommend such action to the Commander which will be commensurate with the seriousness of the verified acts.

b. WAARNG soldiers who bring allegations of discrimination against active duty soldiers on an active duty installation will contact the EO office of the installation. Although not required, soldiers are advised to inform their own EOAs/EORs, if available, or the unit Commander.

c. EOAs/EORs advise Commanders regarding issues, merit, validity, and processing of complaints. If the complaint is not resolved at the unit level, the complaint will proceed to the next level of command. If no resolution has occurred after proceeding through all levels of the chain of command, the TAG will review the case and appoint a disinterested officer to conduct an investigation. Complaints against the Commander him/herself are automatically directed to the next level of command. It is not appropriate to utilize EOAs/EORs as investigating officers. (See glossary for guidance).

d. TAG has the final authority and responsibility to resolve complaints. Reports of investigation must contain thorough documentation of relevant testimony, exhibits, facts, and analysis of issues. Investigations will result in a recommended finding of whether or not discrimination occurred, and a recommended corrective action. Additional guidance is provided in NGR 600-21.

e. After the final decision has been issued, a copy of the case file will be forwarded to NGB. An administrative review of each case will be conducted by NGB to ensure compliance with applicable regulations. Such a review will be a procedural requirement for all cases. It is not dependent on whether or not the complainant has requested it.

CHAPTER 5

EQUAL OPPORTUNITY STAFFING

5-1. BACKGROUND.

a. Equal Opportunity is the commander's program. In essence, the commander is the EO Officer of the unit. The commander must take special consideration when appointing officers or soldiers to serve in EO staff positions. Since they represent the Commander, they must be in good standing, and possess strong written and verbal communication skills. EOAs/EORs must also be sensitive to, and knowledgeable of, cultural differences and similarities that may affect unit cohesion. This includes past experiences in the management of human resources. Qualified and motivated personnel are essential for success of the program.

b. Due to the potential impact of an unresolved complaint, it is vital that individuals assigned as EOAs/EORs be assigned a minimum of additional duties other than EO, if any at all. If other additional duties are assigned to a soldier who has been appointed as a EOA/EOR, they will be of limited extent, or duties which complement OE, such as retention. However, when conducting an informal inquiry, EOA/EOR's report directly to the Commander only, and will be relieved of all other additional duties for the duration of the complaint.

c. Personnel in the HR/EO section receives guidance from the State Equal Employment Manager (SEEM). The SEEM oversees the Equal Employment Opportunity (EEO) Program for technicians. EO and EEO are two distinct programs which are mutually supportive. The SEEM reports to the Human Resource Officer and will provide HR/EO updated information on policy and implementation. The SEEM reviews and coordinates transmittal of required reports on the EO Program to NGB-HR in addition to all complaints filed.

5-2. IMPLEMENTATION.

a. Assignment as an EOA at STARC will not be an additional duty as indicated in NGR 600-21.

b. MSCs will provide officers/enlisted to serve as EOR's that meet the above mentioned criteria. Retention NCO's may be considered since EO impacts this area. Personnel will be assigned EO duty as an additional duty IAW NGR 600-21.

CHAPTER 6

STAFF ASSISTANCE VISITS (SAVs)

6-1. BACKGROUND. Staff Assistance Visits (SAVs) are tools to assist a Commander in implementing an EO Program. SAVs can be tailored to unit needs as determined by the Commander. All levels of command conduct SAVs to subordinate commands to ensure that EO is generally standardized while still allowing for some variation between unit programs. SAVs can include interviews with soldiers at all levels, review of EO complaint records, review of training and various survey questionnaires. These elements provide clarification to the Commander on the EO climate within his or her unit and which areas may be of concern. The chief proponent for SAVs is HR/EO, which is not an inspecting agency. SAVs are not considered inspections. Results are confidentially maintained and revealed to the Commander and the EO staff members only. Based on these results, HR/EO will make recommendations to the Commander and provide assistance to implement more substantial programs.

6-2. IMPLEMENTATION. HR/EO will conduct regularly scheduled SAVs. MSCs will then begin conducting SAVs to subordinate units on a regular basis. The eventual objective is to include EO in the routine Command Inspection Program. It is advisable that this be done as part of the review of unit administration. This eliminates the need to assign additional members to inspection teams. As units prepare for inclusion of EO into the Command Inspection Program, HR/EO will provide on-going assistance to the MSCs. Units desiring assistance will forward requests to their MSC.

CHAPTER 7

FORMAT OF OBJECTIVES

7-1. BACKGROUND. As indicated in the explanation of terms, objectives are the organizational means used to maintain an AAP. Each objective is followed by a background statement and an identified proponent for each of the milestones.

7-2. IMPLEMENTATION.

a. Full command emphasis and support from the various proponents identified will be crucial to the degree of success in meeting the objectives. It should be clearly understood that responsibility for reaching the objectives is shared by all levels of command. It is not the responsibility of HR/EO whose function is primarily to advise and manage. Implementation is a command responsibility.

b. Time frames for milestones are general guidelines for implementation. HR/EO will provide guidance for MSC suspense so that reports may be forwarded to NGB-HR in a timely manner.

c. The objectives can be accomplished by incorporating the milestones into already existing programs whenever possible. For example, MSCs can direct Commanders to identify/counsel soldiers for OCS, while also conducting identification of minorities and women for purposes as indicated in the objectives. Such identification can occur as part of face-to-face OER/NCOER counseling.

d. Certain milestones are designed to initiate on-going mechanisms to monitor and maintain the program. On-going assistance from HR/EO is implicit in all objectives. Assistance will focus on minimizing impact to overall mission of the unit, while still providing a quality EO Program to soldiers. However, complete program implementation will require involvement and demonstrated commitment of Commanders at every level to maintain equal opportunity as a standard in the WAARNG.

APPENDIX A

WAARNG AAP OBJECTIVES

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ORGANIZATION POLICY GUIDANCE

POLICY AND GUIDANCE

DEVELOP AND ASSESS AFFIRMATIVE ACTION PLAN

SECTION 1

CATEGORY 1

NUMBER 1-1

OBJECTIVE: Develop and Assess an Affirmative Action Plan (AAP)

BACKGROUND: An AAP is designed to go a step beyond non-discrimination. It consists of planned actions aimed at identifying and correcting inadequate/prohibited practices and policies. The annual assessment allows the AAP to be flexible based on changing needs and trends.

PROPONENT MILESTONES

		<u>TIMETABLE</u>				
		<u>FISCAL YEAR</u>				
		00	01	02	03	04
HR/EO	Prepare AAP	1 st				4 th
	Review AAP	Qtr				Qtr
HR/EO	Issue request for MEOA	3d				
	On-going tracing to begin.	Qtr				
DCSPER	Initiate on-going MEOA		2d			
	Tracking.		Qtr			
HR/EO	Provide guidance to the MSCs	2d	4 th	4 th	4 th	4 th
	on development and imple-	Qtr	Qtr	Qtr	Qtr	Qtr
	mentation of AAP IAW					
	prescribed publications.					

EQUAL OPPORTUNITY

PROMOTIONS, RETENTION, AND EDUCATION

SECTION 2

CATEGORY 1

NUMBER 2-1

OBJECTIVE: Increase retention of minority officers/enlisted soldiers by increasing promotion potential and career advancement.

BACKGROUND: With the increase emphasis on quality education in the military, it is essential that Commanders identify and counsel minority officers and enlisted soldiers on the basic requirements for advancement within the WAARNG. The retention rate for minorities and women decreases at the E1/E4 level for enlisted and at the O2 level for officers.

PROPONENT MILESTONES

TIMETABLE
FISCAL YEAR

		00	01	02	03	04
HR/EO	Advise MSCs on implementation of identification process for upcoming year.	3d Qtr	4 th Qtr	4 th Qtr	4 th Qtr	4 th Qtr
MSC S-1	Provide annual guidance to subordinate commands on identification and monitoring procedures.		1 st Qtr	1 st Qtr	1 st Qtr	1 st Qtr
BN	Initiate identification/monitoring requirement.		2d Qtr			
Unit Level CDR	Implement identification process to include counseling officers/enlisted on specific courses they need for career advancement. This is an on-going program.		3d Qtr			
BN	Forward annual results as directed by MSC.		4 th Qtr	4 th Qtr	4 th Qtr	4 th Qtr
MSC S-1	Forward consolidated Results to HR/EO.		4 th Qtr	4 th Qtr	4 th Qtr	4 th Qtr

ORGANIZATION POLICY GUIDANCE

EQUAL OPPORTUNITY

AWARDS, DECORATIONS, AND SEPARATIONS

SECTION 2

CATEGORY 2

NUMBER 2-2

OBJECTIVE: Recognition of all deserving service members for outstanding achievement.

BACKGROUND: Awards are important indicators of success in any program. Commanders should ensure all officers/enlisted soldiers are considered equally for special recognition when appropriate. In order to fully analyze this factor, separation rates will be compared to the number of awards/decorations conferred.

PROPONENT MILESTONES

TIMETABLE
FISCAL YEAR

		00	01	02	03	04
HR/EO	Compare rate of awards/decorations to separation rates for minorities and women by grade level.	3d Qtr	4 th Qtr	4 th Qtr	4 th Qtr	4 th Qtr
DCSPER	Issue guidance to MSCs to implement tracking awards by rank, race or gender. HR/EO will provide input.		1 st Qtr			
MSC	Direct subordinate commands to implement and maintain procedures to report tracking of awards/decorations.		2d Qtr			
BN	Establish and maintain tracking system for awards and decorations in units where imbalances have been noted. Provide specific guidance to units where percentage of awards/decorations for minorities is low but separation rate is high.		2d Qtr			

EQUAL OPPORTUNITY

AWARDS, DECORATIONS, AND SEPARATIONS

Continued

<u>PROPONENT</u>	<u>MILESTONES</u>	<u>TIMETABLE</u>				
		<u>FISCAL YEAR</u>				
		00	01	02	03	04
Unit Level Cdrs	Implement on-going tracking system. Respond to Bde/Bn requests for progress made in correcting imbalances.		3d			
			Qtr			
MSC	Report date annually to DCSPER and HR/EO.		4 th	4 th	4 th	4 th
			Qtr	Qtr	Qtr	Qtr

ORGANIZATION POLICY GUIDANCE

EQUAL OPPORTUNITY

RECRUITING

SECTION 2

CATEGORY 3

NUMBER 2-3

OBJECTIVE: Broaden recruiting efforts to increase percentage of minorities in WAARNG to reflect the percentage of the state population.

BACKGROUND: It has become apparent that a degree of misinformation exists in the minority community regarding the opportunities for minorities in the WAARNG. This objective will also benefit the percentage of these groups in the technician work force. This is particularly true concerning Hispanics and Native Americans.

PROPONENT MILESTONES

TIMETABLE
FISCAL YEAR

		00	01	02	03	04
RRO	Recommend hiring minority recruiters to better reflect the civilian population.		1st Qtr			
RRO	Analyze feedback and input to recruiting plan. Issue guidance to units concerning minority recruiting.		3d Qtr			
*MSC	Provide annual guidance to subordinate commands to implement and maintain counseling.			3d Qtr	3d Qtr	3d Qtr
Unit Level Cdr	Begin counseling minority soldiers whose skills may qualify them for selection to technician vacancies. This will be an on-going process.		4 th Qtr			

* MSC will establish appropriate reporting system as needed.

ORGANIZATION POLICY GUIDANCE

TRAINING

EQUAL OPPORTUNITY ADVISOR/REPRESENTATIVE TRAINING

SECTION 3

CATEGORY 1

NUMBER 3-1

OBJECTIVE: Fill Equal Opportunity staff positions with qualified and motivated officers and enlisted soldiers.

BACKGROUND: Those assigned to EO positions should be personally selected by the Commander and will be the chief advisors on all EO matters. The selection criteria for EO assignment includes sensitivity toward and knowledge of cultural similarities and differences, past experience in the human relations field, and strong written and verbal communication skills.

PROPONENT MILESTONES

TIMETABLE
FISCAL YEAR

		00	01	02	03	04
DCSOPS	Publish MOI of active component EOR course announcing quarterly dates when course will be taught. MOI will contain suspense date for submission of request.	3d Qtr	1 st Qtr	1 st Qtr	1 st Qtr	1 st Qtr
MSC S-1	Direct annual appointment of EO Advisors and representatives.	2d Qtr	1 st Qtr	1 st Qtr	1 st Qtr	1 st Qtr
S-3	Consolidate/process training requests from subordinate units. Coordinate with MSC S1 to ensure that soldiers assigned are afforded the opportunity to receive training. This will be on-going upon receipt of training requests.				Accomplish in coordination with number of training requests.	
	Provide alternative EOR phased training through HQ STARC.					

TRAINING

EQUAL OPPORTUNITY ADVISOR/REPRESENTATIVE TRAINING

(Continued)

<u>PROPONENT MILESTONES</u>	<u>TIMETABLE</u>				
	<u>FISCAL YEAR</u>				
	00	01	02	03	04
BN			2 nd Qtr	2 nd Qtr	2 nd Qtr
		3d Qtr	3d Qtr	3d Qtr	3d Qtr
Unit Level Cdr		1st Qtr		1st Qtr	

ORGANIZATION POLICY GUIDANCE

TRAINING

UNIT CLASSES

SECTION 3

CATEGORY 2

NUMBER 3-2

OBJECTIVE: To incorporate EO training into the overall training plan for the unit.

BACKGROUND: Traumatic events in the military in the past were often the direct result of discontent and unrest between ethnic and racial groups. These events led to the realization that EO training must be incorporated in the yearly training plan. It was found that this type of training improved efficiency and promoted individual growth and awareness. As the general awareness level increased, commanders were able to tailor training to the needs of the unit.

PROPONENT MILESTONES

TIMETABLE

FISCAL YEAR

		00	01	02	03	04
HR/EO	Issue unit training requirement		2d Qtr			
MSC	Forward data on total numbers trained.	4th Qtr	4th Qtr	4th Qtr	4th Qtr	4th Qtr
HR/EO	Provide training/guidance to Cdrs, S-1s, SGMs and 1SGs concerning subject matter and presentation of EO training.		on-going			
DCSOPS	Issue guidance to MSCs to ensure inclusion of EO into yearly Training Plans.	1st Qtr	1st Qtr	1st Qtr	1st Qtr	1st Qtr
DCSOPS	Issue annual directive to Washington Military Academy to permanently include EO into the OCS/NCOES curriculum for the upcoming training year.	1st Qtr	1st Qtr	1st Qtr	1st Qtr	1st Qtr

TRAINING

UNIT CLASSES

(Continued)

PROPONENT MILESTONES

TIMETABLE
FISCAL YEAR

HR/EO	Incorporate EO training to Pre Rep Program as appropriate.	1st Qtr				
MSC S1/S3	Institute and maintain on-going training guidance to subordinate commands based on continuing HR/EO consultation and review.		1st Qtr			
BN	Monitor/evaluate progress of training program, provide guidance to subordinate commands on implementation.	2d Qtr	2d Qtr	2d Qtr	2d Qtr	
	Ensure that HR/EO is included into Yearly Training Plans for upcoming training year. Topics will be based on unit needs as directed.	3d Qtr	3d Qtr	3d Qtr	3d Qtr	

ORGANIZATION POLICY GUIDANCE

COMPLIANCE

STAFF ASSISTANCE VISITS

SECTION 4

CATEGORY 1

NUMBER 4-1

OBJECTIVE: To assist and advise commanders in developing and administering the EO Program. This objective is designed to initiate a perpetual pattern of internal review.

BACKGROUND: All programs require an adequate evaluation process to assess the quality of the program to improve upon implementation. Conducting Staff Assistance Visits (SAVs) is a quality control measure to ensure internal evaluation. SAVs are part of the core mission of HR/EO.

PROPONENT MILESTONES

TIMETABLE
FISCAL YEAR

		00	01	02	03	04
HR/EO	Visit MSCs to provide initial written guidance on areas of needed improvement to be forwarded to MSCs only.		2d Qtr			
HR/EO	Establish regular schedule of SAVs t the MSCs semi-annually for upcoming training year.	1st Qtr	1st Qtr	1st Qtr	1st Qtr	1st Qtr
MSC	Conduct on-site review of subordinate commands.		2&3 Qtr	2&3 Qtr	2&3 Qtr	2&3 Qtr
MSC	Initiate on-going review program throughout subordinate commands.			on-going		
	Monitor and implement changes.		2d Qtr	2d Qtr		
	Forward results to HR/EO		4th Qtr			
HR/EO	Forward recommendations to MSC on an as needed basis.		1st Qtr	1st Qtr		

COMPLIANCE

STAFF ASSISTANCE VISITS

(Continued)

<u>PROPONENT</u>	<u>MILESTONES</u>	<u>TIMETABLE</u>				
		<u>FISCAL YEAR</u>				
		00	01	02	03	04
BN	Direct implementation at company level units to include reporting on progress of implementation.		3d			
			Qtr			
Unit	Implement recommendations.		4th			
Level	Respond as required to Bn.		Qtr			
Cdr						

ORGANIZATION POLICY GUIDANCE

COMPLIANCE

COMMAND INSPECTION PROGRAM

SECTION 4

CATEGORY 2

NUMBER 4-2

OBJECTIVE: To include EO in the Command Inspection Program.

BACKGROUND: Inclusion of EO into the Command Inspection Program is scheduled to occur after HR/EO has had a full training year to provide guidance and assistance to MSCs on program implementation.

PROPONENT MILESTONES

TIMETABLE

FISCAL YEAR

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HR/EO	Provide guidance for items to be included in the Command Inspection Program.	2d Qtr	3d Qtr		
MSC	Direct subordinate units to implement EO in their program.	4th Qtr			
BN	Include EO in Command Inspections.		1st Qtr		
	Forward written results to MSC and Unit Level Cdr.		2d Qtr		
	Upon receipt of the results, begin implementing recommendations.		2d Qtr		
MSC	Forward results of Command Inspections to HR/EO along with request for assistance if needed.		4th Qtr		

This objective is designed to initiate an on-going cycle.

GLOSSARY OF TERMS

AFFIRMATIVE ACTION: Activities directed toward ensuring that soldiers are afforded equal opportunity in the pursuit of a military profession.

AFFIRMATIVE ACTION PLAN (AAP): A comprehensive command and staff document which requires quantified goals and timetables for all Army organizations designed to correct the effects of past inequities and achieve parity for women and minorities.

AWARENESS TRAINING: Activities/classes designed to foster attitudes that can reduce prejudice and discrimination and promote unit cohesiveness.

CATEGORIES OF PROHIBITED DISCRIMINATION: Non-merit factors which are used to evaluate an individual such as race, color, religion, national origin and gender.

COLOR: Shades or hue of skin.

COMPLAINANT: A soldier who submits a complaint of discrimination.

EOR COURSE: The 80 hour active duty course conducted quarterly by the active component.

EQUAL OPPORTUNITY: Program designed to provide equal consideration and treatment based upon requisite merit, fitness, and capability only.

FORMAL COMPLAINT: A written complaint identifying the type, date, act of alleged discrimination, the names of those involved, and the requested action to make the complainant "whole."

GENDER: The strictly biological differences between males and females.

GOAL: An objective or planning target that the Army strives to attain. It is based on realistic prospects of attainment subject to revision and may be numerical. It is differentiated from a quota in that mandatory attainment is not required. Goals are also subject to change depending on the situation.

HUMAN RELATIONS: The interpersonal behavior among soldiers which results in harmony and/or friction in a variety of situations. Human relations is a key concept in the EO program.

INCLUSIVE LANGUAGE: Using "he" or "she" as opposed to the noun "he" to refer to all persons of unknown gender. Inclusive language is used throughout this regulation.

INFORMAL COMPLAINT: A complaint that may involve a fact finding inquiry to gather pertinent information in an effort to resolve matters at lowest possible levels.

INSTITUTIONAL DISCRIMINATION: Actions or practices carried out by members of dominant groups or their representatives, which have a differential and negative impact on members of subordinate groups.

MINORITY: Any segment of society which possesses a common characteristic significantly different from that of the general population of the area.

NATIONAL ORIGIN: Based on cultural/ethnic background, not limited to color of skin; i.e. German, Puerto Rican, Italian, Samoan.

PERSONAL DISCRIMINATION: The acting out of prejudice by individuals against other individuals or groups because of race or gender.

QUOTA: A definite fixed number, fix proportion, fixed range or downward limit which requires not less than a certain number. The major characteristic of a quota is the requirement of mandatory attainment. Quotas are NOT an element in the WAARNG Affirmative Action Plan.

RACE: A term referring to groups of persons whose inherited physical traits are sufficiently distinctive to be identified as a group; i.e. caucasian, negroid, mongolian.

RELIGION: Spiritual or philosophical beliefs.

