

**Personnel-General
17 September 2019**

**National Training
Center
& Fort Irwin
Equal Opportunity
Action Plan**

UNCLASSIFIED

NTC & Fort Irwin Commander – Lead 6 EO Directives

Sustaining the ALL – Volunteer Force is the Army's first priority. By enforcing Equal Opportunity (EO) and Fair Treatment In Accordance With (IAW) the Regulations and Directives of the Department of Defense, every Soldier, NCO, and Officer within the National Training Center (NTC) & Fort Irwin will embrace the Army's first priority. As your Commander, I am totally committed to the Army Values and treating everyone with dignity and respect and I will ensure that every Soldier will do the same. The Department of the Army is committed to providing an environment in which every member of the total force and their Family members are ensured an opportunity to attain as high a level of responsibility as possible based solely on merit, fitness, and capability regardless of Race, Color, Sex (Gender Identity), Religion, National Origin or Sexual Orientation. I am fully committed to the EO/EEO program. It is my policy that all Soldiers and Civilians be provided equal opportunity and fair treatment.

Successful implementation of this policy depends on good communication. Leaders and Supervisors across NTC and Fort Irwin must work together to create a well-balanced work environment. A favorable command climate will allow us to maximize the effectiveness of our #1 priority – our Soldiers. A vital factor in establishing a favorable command climate and well-balanced work environment is effective communication and education. We need to respect each other's diverse heritages. We must treat everyone with dignity and respect at all times; incorporating these practices into our daily duties we will be successful.

Each Commander and Supervisor will give his/her full commitment to the elimination of all forms of discrimination. We all share an active responsibility in promoting and protecting equal opportunity and fair treatment throughout NTC and Fort Irwin. Annual EO training for all organizations, to include EO Program, EO Complaint process and treatment of persons "Hazing and Bullying" is a critical part of ensuring dignity and respect is practiced and understood at all levels of command. I pledge my full support and commitment to the EO Program and expect all to do the same.



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EQUAL OPPORTUNITY ACTION PLAN

GENERAL

Combat readiness within the Army is derived from manpower, equipment, and training. People are essential to our success; there are the human dimension of readiness must be addressed. This Equal Opportunity Action Plan (EOAP) establishes goals that are in support of the Equal Opportunity (EO) Program. It is designed to encourage personal and professional growth, and assures opportunity for all personnel without regard to race, color, sex (gender identity) religion, national origin, or sexual orientation, remains an essential task for the National Training Center (NTC) and Fort Irwin. The key to success is our focus on Dignity and Respect for all.

Chapter 1

1-1. Purpose

NTC and Fort Irwin's EOAP sets forth the goals and objectives of NTC and Fort Irwin's Commander. NTC and Fort Irwin Staff Agencies which constitute EO actions in support of the Department of the Army EO Program.

1-2. Policy

a. It is the policy of the Army that there will be no discrimination on the basis of race, color, sex (gender identity) religion, national origin, or sexual orientation. The EOAP gives credence to, and directs actions in support of this policy. The NTC and Fort Irwin Commander requires every Unit on NTC to use the NTC EOAP for guidance. The key to any EO action effort is that the issues effecting EO be evaluated and addressed from a management point of view.

b. It is NTC and Fort Irwin's policy to provide Equal Opportunity (EO), and an environment free of Discrimination, and Unfair Treatment for all Soldiers, and family members.

1-3. Objectives

a. Actions listed within the EOAP are designed to identify and establish goals, responsibilities, and policies that support the Army's EO Program. These actions provide the opportunity for the development and effective use of all qualified NTC and Fort Irwin personnel.

b. To monitor and correct structural imbalances, eliminate personal and institutional discrimination, and ensure opportunities for the upward mobility of all qualified personnel.

c. Commanders will provide guidance on policy and programs throughout the NTC and Fort Irwin.

d. Reinforce EO as an obligation of leadership and function of command to ensure fairness, justice, and equity for all Soldiers, regardless of race, color, sex (gender identity) religion, national origin, or sexual orientation. Provide a mechanism to assess the NTC and Fort Irwin EO program.

1-4. References

- a. AR 600-20 (Army Command Policy), 6 November 2014.
- b. DA Pam 600-26 (Department of the Army Affirmative Action), 23 May 1990.
- c. Supplement to AR 600-20 (Army Command Policy), 19 June 2018.

1-5. Explanations of Abbreviations and Terms: Special abbreviations and terms used in this EOAP are explained in Appendix A.

1-6. Scope: The provisions of this EOAP apply to all Military personnel and their Family members, within NTC and Fort Irwin. EEO matters pertaining to Department of Army Civilians are governed by Army Regulation 690-600.

1-7. Responsibilities

- a. The Commanders at all level are overall responsible for implementing a viable EO program.
- b. The NTC and Fort Irwin EO office will provide information regarding the EOAP.
- c. Soldiers of NTC and Fort Irwin are responsible for making the EO program work. Individuals who witness or experience EO misconduct should report the incident through their chain of command, Equal Opportunity Leader (EOL), or Equal Opportunity Advisor (EOA). It is imperative that all personnel understand the need for accuracy and truthfulness in their reports. Anything less will degrade the integrity and effectiveness of the EO program.
- d. All Commanders will be personally responsible and accountable for the EO climate within their Units. Every Commander from Squadron/Battalion and lower will identify two individuals, grades E-5(P) and above in writing, to serve as the Unit's Primary and Alternate EOL to assist that Commander with their EO program. The EOL's roles and duties are outlined in AR 600-20.

1-8. Racial/Ethnic Designation Category (REDCAT)

- a. The Race/Population group and Ethnic designation categories are in Appendix B. They are standardized Department of Defense (DoD) categories and reporting codes.
- b. To avoid multiple counting of Racial and Ethnic group statistics, consult the guide in Appendix C. These combined standard categories will be used to display data on race and ethnicity within the Army.

1-9. Reporting Requirements

a. MEDDAC/DENTAC/ USAG EOLs will submit the NTC EO annual training documentation verifying that EO Program, EO Complaint process, and treatment of persons training was conducted to the NTC and Fort Irwin EO office, Commanders may determine which dates, or quarter best suit their needs. All Unit EOLs in 11th Armored Cavalry Regiment (ACR), 916th, and OPS GRP will submit their validated documentation to their unit EOA.

b. The NTC EO annual training documentation will include all EO Training, Command Climate Survey (CCS) conducted within that Quarter, and both Formal and Informal EO complaints processed within that Quarter. All EO complaints will be forwarded to their respective EOA as soon as the complaint is made. Training Memorandum for Records (MFRs) and sign-in sheets will also be provided to the organizations EOA. MEDDAC, DENTAC, and USAG will provide paperwork to NTC EO, documenting annual training to include EO Program, EO Complaint process, and treatment of person's documentation.

c. Strength Management, Human Recourses and Retention Office will report demographics regarding force composition, demographics of leadership positions and reenlistments – first term, midterm, and career.

1-10. Equal Opportunity Action Panel

a. The EO Action Panel will meet annually and will be chaired by the NTC and Fort Irwin Commander.

b. The EO Action Panel will consist of the following: NTC and Fort Irwin Commander, NTC and Fort Irwin Command Sergeant Major, Installation Chaplain, G1, Installation Legal, Installation EOA, Installation Retention SGM, and Installation Public Affairs Officer (PAO).

c. The panel will do the following:

(1) Update the NTC and Fort Irwin Commander on the status of attaining the EOAP goals and objectives.

(2) Develop and implement goals that are reasonable, obtainable and measurable.

(3) Recommend changes as needed.

Chapter 2

2-1. Identification

a. The EOAP reflects the NTC and Fort Irwin Commander's commitment to fair and impartial treatment of all Soldiers.

b. The EOAP contains goals and objectives that are intended to be realistic, achievable, and measurable. These goals are not ceilings, nor are they base figures that are to be reached just to meet requirements. In EO efforts, goals are not quotas. Development and accountability of EO action goals will be the responsibility of the commander or functional manager who has the resources and authority to control or influence the outcome of specific actions.

2-2. Command Policy Guidance

- a. Objective: Properly manage the EOAP.
- b. Goal(s): The NTC and Fort Irwin EOA will update the NTC and Fort Irwin Commander on the EO climate, plan and conduct Staff Assistance Visits (SAVs), monitor training, manning, and use of the Brigade/Regiment EOA's, Battalion/Squadron and Company/Troop EOL's, and ensure that EO policy is understood and published at every level of command.
- c. Action(s): Assess, analyze, and manage the EO Program to ensure that the EOAP includes conditions that will achieve AA and goals.
- d. Milestone(s): Provide quarterly updates to the FORSCOM EO Program Manager. Review the EOAP annually to assess the effectiveness of action steps, initiates new steps, and sustain goals already achieved.
- e. Basis of goal(s): To assess the EO program across NTC and Fort Irwin.
- f. Proponent: NTC and Fort Irwin EOA

2-3 Force Composition

- a. Objective: Determine and monitor force composition.
- b. Goal(s): To identify trends and patterns that create avenues for discrimination or may fuel perceptions of unfairness.
- c. Action(s):
 - (1) Monitor and report the composition of the Command by REDCAT, Gender, and Grade to identify trends and patterns regarding the makeup of the force. Provide minority/majority demographic data to the NTC and Fort Irwin Commander and those Staff Agencies with EOAP responsibilities.
 - (2) Monitor and report Command profile by REDCAT, Gender and Position. Provide demographic data on the following positions: Commanders (Battalion/Squadron and higher), Battalion/Squadron Executive Officers, Command Sergeants Majors, and First Sergeants.
- d. Basis of goal(s): AR 600-20, DA Pam 600-26.
- e. Proponent: NTC and Fort Irwin EO Office and Strength Management-DHR.

2-1 Complaint Processing

- a. Objective: Analyze discrimination/unfair treatment complaints by Grade, REDCAT, Gender and Unit.
- b. Goal(s): Ensure that incidents of discrimination/unfair treatment are identified and corrected at the lowest level possible.

(1) Monitor and report Formal and Informal EO complaints to identify trends and patterns regarding basis for complaints, organizations, race, color, sex (gender identity) religion, national origin, or sexual orientation of Complainants and Subjects.

(2) Develop a system to help eliminate redundant discrimination complaints filed with other agencies (i.e. Inspector General (IG), Chaplain, Single Soldier housing and Sandy Basin housing office).

c. Action(s): Report discrimination/unfair treatment complaints (Formal and Informal) by grade, REDCAT, gender, and Unit to the respective EOA immediately.

d. Milestone(s):

(1) Each Squadron/Battalion and equivalent size Units will report complaints immediately to their respective EOA. Formal EO Complaints may only be handled by the NTC and Fort Irwin 11th ACR, 916th SB, and OPS GRP EOAs.

(2) The NTC and Fort Irwin, 11th ACR, 916th SB, and OPS GRP EOAs will conduct quick-look assessments of complaint procedures and processing.

e. Basis of goal(s): AR 600-20, DA Pam 600-26, NTC and Fort Irwin EOAP.

f. Proponent: NTC and Fort Irwin EOA.

2-1. Awards Program

a. Objective: Ensure that the Unit Awards programs are administered equitably without regard to race, color, sex (gender identity) religion, national origin, or sexual orientation, or grade. Encourage all levels of Command to support the US Army and DoD Diversity award programs outlined in the Fort Irwin Diversity award FRAGORD.

b. Goal(s): To eliminate imbalances in the Award's system. When imbalances occur, determine causative factors and recommend corrective action as appropriate.

c. Action(s):

(1) Maintain statistical data by rank, gender, and REDCAT on approved, disapproved, and downgraded Awards.

(2) Provide statistical data to the NTC and Fort Irwin EO office quarterly.

(3) Compare Awards to population demographics data by REDCAT, gender, and grade quarterly IAW AR 600-20, and the NTC and Fort Irwin EOAP.

d. Milestone(s): NTC and Fort Irwin submits one Diversity award quarterly, and Units continue to process awards based on merit and fitness.

e. Basis of goal(s): AR 600-20, and the NTC and Fort Irwin EOAP.

f. Proponent: NTC and Fort Irwin EO Office for analysis.

2-6 Retention

a. Reenlist Quality Soldiers into either Active or Reserve/National Guard Component on a long term basis to achieve & maintain Army force alignment through retention in critical skills and locations; identify factors that affect over/under representation of gender/race/ etc; provide an appropriate recommendation to Command Teams and fair treatment and counseling's to Soldiers while ensuring reenlistment efforts and bars for continued service are without regard to race, color, sex (gender identity) religion, national origin, or sexual orientation.

b. Goal(s): To educate Soldiers in an effort to raise their qualification eligibility so they are eligible to reenlist; to maintain the number of reenlistments and eligibility for reenlistment by race and gender in the following categories: First/Mid-term, and Career; ensure all Soldiers receive fair treatment, opportunities, and counseling's with no regard to race, color, sex (gender identity) religion, national origin, or sexual orientation. Only those Soldiers who have maintained a record of acceptable performance will be offered the privilege of reenlisting or transferring components.

c. Action(s): Review reenlistment data for disparities between reenlistment categories. Identify any potential racial or gender issues/concerns to the chain of command immediately to the chain of command before it becomes an issue. Make recommendations for actions to overcome disparities.

d. Milestone(s): Provide statistical data to the NTC and Fort Irwin EO Office NLT the 5th day of the next quarter.

e. Basis for goal(s): DA Pam 600-26 and AR 601-280.

f. Proponent: NTC and Fort Irwin's Retention office.

2-7 Military Justice

a. Administrative Discharges:

(1) Objective: To ensure that administrative discharges are not based on race, color, sex (gender identity), religion, national origin or sexual orientation.

(2) Goal(s): To ensure that all Soldiers are treated equally.

(3) Action(s): Develop and report data by REDCAT and Gender on Chapters 10, 13, and 14.

(4) Milestone(s): Provide quarterly reports to the NTC and Fort Irwin EO Office.

(5) Basis for Goal(s): NTC and Fort Irwin EOAP.

(6) Proponent: NTC and Fort Irwin's Legal Office

b. Criminal Offenders:

(1) Objective: Ensure that the administration of military justice actions are not influenced by race, color, sex (gender identity), religion, sexual orientation or national origin.

(2) Goal(s): To ensure that all Soldiers are treated fairly.

(3) Action(s): Develop and report data by REDCAT and gender on each of the following military justice actions:

(a) Article 15 (Formal & Summarized)

(b) Summary Courts Martial

(c) Bad Conduct Discharge/Special Courts Martial

(d) General Courts Martial

(e) Chapters 10, 13, and 14 Discharges

(4) Milestone(s): Provide report to the NTC and Fort Irwin EOA.

(5) Basis for goal(s): NTC and Fort Irwin EOAP.

(6) Proponent: NTC and Fort Irwin's Legal Office

2-1. Promotions

a. Objective: Ensure that minorities and females in the grade of E-3 through E-6 have EO for promotion.

b. Goal(s): Ensure Units conduct local selection boards IAW AR 600-8-19.

c. Action(s): Develop a feedback system to ensure minorities and females are being appointed as voting members of promotion boards as applicable to Units.

d. Milestone(s): Provide quarterly reports to the NTC and Fort Irwin EOA.

e. Basis for goal(s): AR 600-8-19, AR 600-20, NTC and Fort Irwin EOAP.

f. Proponent: Director, Human Resources

2-9. Religious Activities

a. Objective: Provide religious education in a multi-cultural environment to ensure the free exercise of religion for all members of the military community.

b. Goal(s): To ensure that religious activities are available for Soldiers and family members of NTC and Fort Irwin.

c. Action(s): Provide ethnic-oriented services for major religious holidays with participation for invited guest clergy or various ethnic backgrounds. Conduct some religious programs in languages other than English, as resources are available and demands are identified.

(1) Recruit minority and female personnel for positions of leadership within the chapel system. Encourage minority and female participation in religious activities.

(2) Conduct religious services in support of Ethnic Observances (as requested).

d. Milestone(s): Provide an annual report to NTC and Fort Irwin EOA.

e. Proponent: NTC and Fort Irwin's Chaplain

2-10 Public Affairs Office (PAO)

a. Objective: Publicize Command policies and activities to all NTC and Fort Irwin's Units.

b. Goal(s): Publicize information of interest to the public and all NTC and Fort Irwin's personnel, which focuses on how Soldiers are working to achieve Army goals.

c. Action(s): Research and report stories in newspapers that impact on NTC and Fort Irwin's Soldiers. Include EO actions as a discussion topic in public affairs workshops and conferences. Ensure that Commander's policies on EO actions are disseminated throughout the command. Ensure adequate media coverage is provided for events significant to NTC and Fort Irwin Unit's.

d. Milestone(s): Provide an annual report to the NTC and Fort Irwin EOA.

e. Basis for Goal(s): NTC and Fort Irwin EOAP.

f. Proponent: NTC and Fort Irwin's Public Affairs Office.

2-11. Education and Training

a. EOA/EOLs:

(1) Objective: To maintain and enhance the skills, knowledge and abilities of EO personnel, by ensuring they have the proper training through the Equal Opportunity Leaders Course (EOLC), are continuously updated on Army Directives and Policies by the NTC and Fort Irwin EOA. Conduct annual EO training to include for all NTC and Ft Irwin EO professionals.

(2) Goal(s): To conduct sustainment training annually for EO personnel, to include Leaders Professional Development at the Sandy Basin Community Center with the NTC and Fort Irwin CSM, to discuss best EO practices, and Lead 6 initiatives.

(3) Action(s): To plan and coordinate annual EO training, and help assist all NTC and Fort Irwin's EOLs in training ideas, brief FORSCOM policy updates, and other Army Directives and ALARACT messages that pertain to EO training.

(4) Basis for goal(s): EO personnel must stay abreast of latest information in the EO program. Sustainment training will increase their skills and enhance their ability to provide assistance or advice to commanders and leaders on EO matters.

(5) Milestone(s): EOAs attend annual training at Defense Equal Opportunity Management Institute (DEOMI), or conferences to include FDR, Excel.

(6) Proponent: NTC and Fort Irwin's EO Office.

b. Individual EO Training:

(1) Objective: To ensure commanders conduct EO training IAW AR 600-20, para 6-15, AR 350-1, for cohesiveness, understanding, esprit de corps, and combat readiness. ALARACT 167/2014 permits only DEOMI graduate EOAs to conduct Extremism training.

(2) Goal(s): To ensure Company/Troop/Squadron/Battalion EOLs are providing EO training to all Soldiers assigned, in coordination with Unit commander and senior enlisted advisor of the organization.

(3) Action(s): Provide and participate in EO training, incorporating (at a minimum) EO Program, EO complaints, treatment of persons "Hazing and Bullying" listed in AR 600-20, para 6-15. Units must conduct mandatory EO training annually, commanders may determine what dates, quarter's work best for their organizations in participation with the unit's assigned EOA understanding the 100% training requirement annually.

(a) Ensure EOLs and EOAs spot-check, assist, evaluate, and report EO training.

(b) Ensure all newly arrived personnel are briefed on the Unit's EO programs, policies, the names and locations of the EOLs.

(c) Ensure that a trained EOA is assigned to 11th ACR, 916th SB, OPS GRP and NTC and Fort Irwin or higher. A Primary and Alternate EOL will be assigned to every Battalion/Squadron and Company/Troop on NTC and Fort Irwin.

(d) Ensure that the 11th ACR, 916th SB, OPS GRP and Fort Irwin's EOAs instruct at the quarterly EOLC and attend the NTC and Fort Irwin EO training as scheduled by the NTC and Fort Irwin EOA.

(4) Milestone(s): Complete annual EO training installation wide, complete annual SAV Installation wide in preparation for the FORSCOM SAV, and conduct the nine required Ethnical observances as outlined in AR 600-20 with maximum participation. See NTC Observance Policy Statement.

(5) Proponent: Commanders at all levels

c. EO Training for Senior Level Personnel.

(1) Objective: To provide senior leaders with additional tools to assess and manage Diversity and human relations dynamic of command.

(2) Goal(s): To provide professional development to senior leaders in the development of the leader's sensitivities as related to EO issues, based on trends throughout the Army, as well as trends outlined in the unit's CCS results.

(3) Action(s):

(a) Provide professional development to aid key leaders in fine tuning their skills to face future challenges.

(b) Coordinate with DEOMI to conduct annual seminars and a one day refresher course annually after completion of the senior leader training

(c) Target Audience: Command and Staff, Commanders (Battalion/Squadron and higher), Command Sergeants Majors (Battalion/Squadron and higher.)

(4) Basis for goal(s): AR 600-20 and NTC and Fort Irwin EOAP.

(5) Milestone(s): Provide leadership with all Department of The Army, and relevant FORSCOM policy updates, and required and directed training, which may be directed outside of the normal EO training IAW AR 600-20.

(6) Proponent: NTC and Fort Irwin EO Office.

2-12. Equal Opportunity Awards Program

a. Objective: To establish a reoccurring award to recognize, the EOAs and EOLs who exceed beyond the duties and responsibilities and who have made a contribution to EO, diversity, and racial harmony within NTC and Fort Irwin

b. Basis for goal(s): AR 600-20, Chapter 6.

c. Proponent: NTC and Fort Irwin's EO office.

2-13. EO Special and/or Ethnic Observances

a. Objective: To ensure all Special/Ethnic observances are recognized to enhance cross-cultural and cross-gender awareness and promote harmony among all military members and their Families, on NTC and Fort Irwin.

b. Goal(s): Ensure that the MSC Commanders are advised on which Ethnic observance their Unit is required to sponsor/host throughout the year.

c. Action(s): Ensure all Ethnic observance are planned and executed IAW AR 600-20, Chapter 6, para 6-18. The Ethnic observances will be held on BRD-5 or White Week Wednesday if there is no rotation scheduled during the Ethnic observance timeframe. See NTC Policy statement by Commanding General on Equal Opportunity Observances.

d. Milestone(s): Each observance will be sponsored/hosted by the following Units:

Observance	Unit	Timeframe FY20
Dr. Martin Luther King, Jr. Birthday	11 th ACR	29 January
African-American/Black History Month	11 th ACR	26 February
Women's History Month	OPS GRP	25 March
Days of Remembrance	DENTAC	22 April
Asian American & Pacific Islander Heritage Month	916 th SB	20 May
Army Heritage Month	OPS GRP	17 June
Women's Equality Day	11 th ACR	5 August
Hispanic Heritage Month	916 th SB	30 September
National Indian American Month	MEDDAC	25 November

e. Basis for goal(s): AR 600-20.

f. Proponent: Designated Commanders and NTC and Fort Irwin's EO office.

2-14. Staff Assistance Visit (SAV) Program (NTC Order 19-195 dated 15 July 2019)

a. Objective: To assist commands in identifying issues and concerns that affect Soldier's readiness. To enhance efforts to attain and maintain a healthy human relations climate.

b. Goal(s): To serve as a resource to aid Commanders with their overall EO programs and to provide a snapshot of their command climate.

c. Action(s): Advise and assist commanders with affirmative measures in attaining and maintaining a healthy EO climate.

d. Milestone(s): Conduct EO SAVs installation wide annually IAW AR 600-20. Ensure the most recent checklist is provided to every level of command. An in-brief and out-brief will be conducted with commanders/directors to provide those commanders with the SAV results. The checklist used is in Appendix D.

e. Basis for goal(s): Review EO policy statements and records for compliance with AR 600-20, and the NTC and Fort Irwin EOAP to ensure directives are being enforced.

f. Proponent: NTC and Fort Irwin's EO office.

Chapter 3

3-1. Measurement Goal Development

a. Criteria. The basis for goal development is the identification of an EO action requirement. The requirement arises from a need to manage, assess, and report the status of minority and female Soldiers. In each case however, EO action proponents should ensure that goals are developed from the best available data and in a logical and consistent manner.

b. Goal development process. The success of this effort will depend on the extent to which proponents for each specific AA actually develop (not merely review) the EO action for which they are responsible. Each level in the chain of command must participate in goal development. Commanders must interact on a face-to-face basis with their subordinates to ensure that all participants have an understanding of the goals. Accountability of EO action goals rest with the commander.

3-2. Goal Revision

Commanders should base their goal design on sound reasoning, consideration of pertinent variables, realistic constraints, and prospects of achievement. Goal revision will occur routinely following the annual assessment.

3-3. Review and Analysis

a. Just as in goal development, successful review, analysis, and reporting of AA progress must involve commanders and their subordinates. Periodic reviews presented to the commander are particularly effective techniques and set the stage for information exchange, guidance, and follow-up action.

b. EOAs and EOLs should also plan for, and commanders should expect, at least two in-depth internal assessments of their commands and subordinate units each year. These semi-annual reviews should, at a minimum, cover the following:

(1) Training: Training is the cornerstone of all Army activities. An assessment of training would include a review of Unit EO training, EOLC and leader training.

(2) Complaints: EOAs must complete a structured evaluation of the results of complaints, the course of action taken on each complaint, and the answer as to why a complaint arose periodically.

(3) Key positions: All organizations have commonly recognized positions that are critical to their effectiveness, and thus key to individual growth and career development. A regular review of these positions and a comparison with the population available to fill them by REDCAT and Gender is a valid component of any EO assessment.

(4) Personnel actions: These actions, both positive (such as Promotions, Awards, and Schooling) and adverse (such as judicial and no-judicial punishments, and separations), should be reviewed periodically by REDCAT and Gender. Analysis of aggregate figures in larger Units (Battalions/Squadrons and above) can hide areas of interest. On the other hand, when reviewing data of small Units or Detachments, use of percentage figures is cautioned.

3-4. Measurement

a. General. Measurement is an essential element of EO action management. Commanders will measure the effectiveness of all areas that have quantifiable goals.

(1) Actual results achieved will be compared with EO action goals. Measurement also provides a basis to:

(a) Identify trends.

(b) Highlight differences.

(2) Data Collection provides commanders with a management tool necessary for assessment of their EO action management efforts. It can also highlight progress and identify problem areas. This information must be viewed in a vacuum. Attitude, perception, experience, and management judgment are also important and must be considered by the commanders and EO personnel in assessing EO progress and identifying problem areas.

b. Measurement techniques:

(1) Subjective assessment. Subjective assessment includes, but is not limited to, interpretation of serious incident reports, IG Reports, volume and nature of congressional complaints, staff visits, perceptual surveys, CCS, Unit assessments conducted by the Unit EOLs, and feedback received during EO training.

(2) The key to the subjective measurement of the NTC EO annual training documentation, EO Summary Reports and CCS is input from the entire EO team. Comparison of Unit's data with others on NTC and Fort Irwin; followed by analysis and comparison with other installations and DA data as a whole. Once the analysis and subjective assessment is completed the EO office will brief the Commander. This subsequent assessment is what will shape the goals and performance measures from the next year's EOAP.

3-5. Summary. The EOAP directs EO in support of Army's EO policy that will provide EO and fair treatment for all Soldiers, and family members on NTC and Fort Irwin regardless of race, color, sex (gender identity) religion, national origin, or sexual orientation. The EOAP reflects the high priority afforded to these important tasks and the commitment of the NTC and Fort Irwin to achieving these goals.

Appendix A: Explanation of Abbreviations and Terms

ABBREVIATIONS

DA	Department of the Army
DEOMI	Defense Equal Opportunity Management Institute
EO	Equal Opportunity
EOA	Equal Opportunity Advisor
EOAP	Equal Opportunity Action Plan
EOAPP	Equal Opportunity Action Plan Panel
EOL	Equal Opportunity Leader
CCS	Command Climate Survey
REDCAT	Racial and Ethnic Designation Category
SAV	Staff Assistance Visit

TERMS

DISCRIMINATION: Any action that unlawfully or unjustly results in unequal treatment of persons or groups based on race, color, sex (gender identity) religion, national origin, or sexual orientation.

DISPARAGING TERMS: Terms used to degrade or connote negative statements pertaining to race, color, sex (gender identity) religion, national origin, or sexual orientation. Such terms may be expressed as verbal statements, printed material, visual material, signs, symbols, posters, or insignia. The use of these terms constitutes unlawful discrimination.

EQUAL OPPORTUNITY ACTIONS: Positive actions and activities to ensure that all Soldiers and their Families are afforded equal opportunity. Equal Opportunity actions include identifying opportunities for minority groups and encourages interest in these opportunities in order to compensate for disadvantages and inequities that may have resulted from past discrimination.

EQUAL OPPORTUNITY ACTION PLAN: A management document that consist of statements of attainable goals and timetables. It is designated to ensure equal opportunity for all military personnel. Affirmative action plans will govern conditions where affirmative action is needed and the results sought are clearly expressed.

EQUAL OPPORTUNITY: The right of all persons to participate in, and benefit from, programs and activities for which they are qualified. Programs such as career, employment, educational, and social will be free from social, personal or institutional barriers that prevent people from rising to the highest level or responsibility possible. Persons will be evaluated on individual merit, fitness and capability.

GENDER DISCRIMINATION: The action taken by an individual to deprive a person of a right because of their sex (gender identity). Such discrimination can occur overtly, covertly, intentionally or unintentionally.

GOAL: A realistic objective with measureable prospects of attainment.

INSTITUTIONAL DISCRIMINATION: A difference in the treatment of people in an organization, which is correlated with race, color, sex (gender identity) religion, national origin, or sexual orientation.

MINORITY GROUP: Any group distinguished from the general population in terms of race, color, sex (gender identity) religion, national origin, or sexual orientation.

MILESTONE: Planning targets that the proponent for an affirmative action strives to attain.

NATIONAL ORIGIN: An individual's place or origin or that of an individual's ancestors. This term also applies to a person who has the physical, cultural, or linguistic characteristics of a national group.

OBJECTIVE: The general end to be attained.

PREJUDICE: A negative feeling or dislike based upon a faulty or inflexible generalization. That is prejudging a person or group without knowledge or facts.

RACE: A division of human beings identified by the possession of traits transmissible by descent that is sufficient to characterize persons possessing these traits as a distinctive human genotype.

RACISM: Any attitude or action of a person or institutional structure that subordinates a person or group because of skin color or race.

RELIGION: A personal set or institutionalized system or attitudes, moral or ethnic beliefs and practices held with the strength of traditional views, characterized by ardo and faith, and generally evidenced through specific observances.

SEXISM: Attitudes and beliefs that one gender is superior to another.

Appendix B: Racial and Ethnic Designations

The following race/population group and ethnic group designations have been standardized throughout the Department of Defense. Reporting activities can obtain this information using EMILPO.

a. Reporting Race/Population Group Code Definition

American Indian or Alaskan	R	A person having origins in any of the Native (Red) original people of North and South American (including Central America) and who maintain tribal affiliation or community attachment.
Asian, Mongoloid (Yellow)	M	A person having origins in any of the original peoples of the Far east, Southeast Asia, or the Indian Subcontinents including, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
Black (African)	N	A person having origins in any of the Black racial groups of Africa. Term such as "Haitian can be used in addition to "Black" or "African American."
Hispanic or Latina	H	A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture of origin, regardless of race. The term "Spanish Origin" can be used in addition to "Hispanic" or "Latino."
White (Caucasoid)	C	A person having origins in any of the original people of Europe, North Africa, or Middle East
Other	X	A member of a race not included above
Unknown	Z	Soldiers who do not know their race

b. Reporting Ethnic Group Code Definition

Mexican	6	Soldiers of Mexican origin, their descendants, and Chicanos
Puerto Rican	4	Soldiers of Puerto Rican descent
Cuban	9	Soldiers of Cuban descent


Latin American	S	Soldiers from Central and South America, and their descendants with Spanish heritage
Other Hispanic Descent	1	Soldiers of Spanish extraction not delineated as Mexican, Puerto Rican, Cuban, or Latin America
Aleut	8	Soldiers of Aleutian descent
Eskimo	7	Does not include Aleutians
US/Canadian	2	Soldiers belonging to US Indian tribes or Canadian Indian tribes (other than Aleut or Eskimo)
Chinese	G	Soldiers of Chinese descent
Japanese	J	Soldiers of Japanese descent
Korean	K	Soldiers of Korean descent
Indian	D	Soldiers from India or of Indian descent
Filipino	5	Soldiers of Filipino descent
Vietnamese	V	Soldiers of Vietnamese descent
Other Asian Descent	3	Soldiers of Asian descent not delineated separately as Chinese, Japanese, Korean, Indian, Filipino, or Vietnamese
Melanesian	E	Soldiers of Melanesian descent
Micronesian	W	Soldiers of Micronesian descent
Polynesian	L	Soldiers of Polynesian descent
Other Pacific	Q	Soldiers of Pacific Island descent not delineated separately as Melanesian, Micronesian, or Polynesian
Other	X	A member of an ethnic group not included above
Unknown	Z	Ethnic heritage is not know

Appendix C: Racial/Ethnic Designation Categories (REDCAT)

To avoid multiple counting of racial and ethnic group statistics, the following guide is provided. These combined standard categories will be used to display data on race and ethnicity.

Race Code	Ethnic Code	Report As
R	8, 7, or 2	American Indian/Alaskan Native
M, C, N, X, or Z	G, J, K, 5, D, V, 3, E, W, L, or Q	Asian/Pacific Islander
N	X or Z	Black, not of Hispanic origin
C	X or Z	White, not of Hispanic origin
C, N, X, or Z	6, 4, 9, S, or 1	Hispanic
X or Z	X or Z	Other/Unknown

Appendix D: Staff Assistance Visit (SAV) Checklist

NATIONAL TRAINING CENTER AND FORT IRWIN					
EO Inspection Checklist					
PROFICIENT:					
Activity:	Date:	Point Value	Assessed Value	Unit Readiness Status	
Inspector:	Unit Inspected:				COMMENTS
INSPECTION AREA					
Section I - COMPLAINT PROCESSING AND PROCEDURES					
1. ADMINISTRATION:					
a. Has a Staff Assistance Visit been conducted? (AR 600-20, Ch 6, Para 6-3)(11)	3				
b. Are approved office records filed (IAW AR 600-20, Ch 5)	2				
TOTAL:	5	0			
2. EO POLICY MEMORANDUMS:					
a. Open Door Policy (AR 600-20, Ch 6, Para 6-3)(11)	2				
b. Equal Opportunity Policy (AR 600-20, Ch 6, Para 6-3)(11); (AD 2015-30)	2				
c. Equal Opportunity Complaint Procedures (AR 600-20, Ch 6, Para 6-3)(11); (AD 2015-30)	2				
d. Treatment of Persons (Hazing and Bullying) (AR 600-20, Ch 4, Para 4-10)(2)	2				
e. Do Policy Letters contain all required information? (AR 600-20, Ch 6, Para 6-3)(11)	2				
TOTAL:	10	0			
3. REGULATIONS					
a. AR 600-20, Army Command Policy (R10V14) (Hardcopy)	1				
b. TC 26-8, Commander's EO Handbook (JAF68) (Hardcopy)	1				
c. AR 15-8, Procedures for Investigating Officers (20CT05) (Electronic)	1				
d. AR 210-50, Housing Management (26FEB00) (Electronic)	1				
e. AR 600-13, Assignment of Female Soldiers (27MAR02) (Electronic)	1				
f. Army Directive 2015-30, Inclusion of Sexual Orientation in the Military Equal Opportunity Program (14OCT15) (Electronic)	1				
g. Army Directive 2013-29, Army Command Climate Assessment (23DEC13) (Electronic)	1				
h. DA PAM 550-20, Unit Equal Opportunity Training Guide (1JUN04) (Electronic)	1				
i. DA PAM 600-15, Extremist Activities (1JUN00) (Electronic)	1				
j. DA PAM 600-28, DA Affirmative Action Plan (23MAY90) (Electronic)	1				
k. DA PAM 600-35, Relationship between Soldiers of Different Rank (21FEB00) (Electronic)	1				
l. DA PAM 600-88, Unit Climate Profile Commander's Handbook (1OCT08) (Electronic)	1				
m. DoD 1350.2, Military Equal Opportunity (MEO) Program (21NOV03) (Electronic)	1				
n. DoD 7050.08, Military Whistleblower Protection (23JUL07) (Electronic)	1				
o. DoD 1300.17, Accommodation of Religious Practices within Military Services CH1 (22JAN14) (Electronic)	1				
p. FORSCOM Circular 600-47-1, FORSCOM Affirmative Action Plan (1APR07) (Electronic)	1				
q. FORSCOM Supplement 1 to AR 600-20 (1OCT12) (Electronic)	1				
r. Army Directive 2018-34 Army Policy on Religious Accommodation (Electronic)	1				
s. Army Directive 2018-35 Army Policy on Military Service of Transgender Soldiers	1				
TOTAL:	19	0			
4. EO LEADERS BOOK					
a. Certificate of Training for Primary and Alternate EO Leader	2				
b. Appointment orders for Primary and Alternate EO Leader	2				
c. Policy Letters for Unit, and +2 levels up	3				
d. Unit Training Records (Last Training MFR/Sign-in Roster, OMER)	2				
e. Unit Command Climate Survey Records (Last DEOCS Conducted)	2				
TOTAL:	11	0			

See NTC Installation EO Webpage for complete SAV checklist