

Department of the Army  
Headquarters, USAFCOEFS  
462 Hamilton Road, Suite 300  
Fort Sill, Oklahoma 73503  
12 July 2010

\*USAFCOEFS Reg 600-11

Personnel - General

## U. S. ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL ACTION PLAN

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**Summary.** This regulation presents the U.S. Army Fires Center of Excellence and Fort Sill Action Plan (AP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) Equal Opportunity (EO) program. The AP is a management document; it fulfills a specific DA requirement that installations and major subordinate commands (MSCs) develop and publish comprehensive APs to measure their EO Programs at brigade and higher levels.

**Applicability.** This policy applies to Headquarters, U.S. Army Fires Center of Excellence and Fort Sill, primary staff, directorates and all MSCs.

**Supplementation.** Supplementation of this policy is prohibited without prior approval from the Chief of Staff (CofS), USAFCOEFS, ATTN: ATZR-CS, U.S. Army Fires Center of Excellence, Fort Sill, OK 73503

**Suggested Improvements.** The proponent of this regulation is the USAFCOEFS Equal Opportunity Office, ATTN: ATZR-V. Users are invited to send comments and suggested improvements to Commander, USAFCOEFS, ATTN: ATZR-V, Fort Sill, Oklahoma 73503.

**Distribution.** This regulation is distributed solely through the DHR, ASD Homepage at [http://sill-www.army.mil/dhr/Admin\\_Svcs\\_Div/Index.html](http://sill-www.army.mil/dhr/Admin_Svcs_Div/Index.html).

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\*This supersedes USAFCOEFS Reg 600-11, 25 March 2008.

### Chapter 1 Introduction

**1-1.Purpose.** This Action Plan (AP) sets forth the goals and objectives of the Commander, USAFCOEFS, which constitute affirmative actions in support of the Department of the Army Equal Opportunity Program. This AP provides guidance for the effective implementation of equal opportunity (EO) programs and sets EO program goals and objectives for USAFCOEFS staff sections, directorates, and MSCs.

**1-2. References.** Required and related publications; and prescribed and referenced forms, are listed in appendix A.

**1-3. Explanation of Abbreviations and Terms.** The glossary contains abbreviations and special terms used in this regulation.

**1-4. Records Management.** Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2, The Army Records Information Management System (ARIMS) and DA PAM 25-403, Guide to Recordkeeping in the Army. Record titles and descriptions are available on the Army Records Information Management System website (<https://www.arims.army.mil>).

**1-5. 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 action protocol into existing traditional management systems by placing the responsibility for implementing action programs 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 EO programs, as well as the USAFCOEFS 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
- (3) Focus Groups
- (4) Human Relations Training and Education

**1-6. Policy:** It is the policy of USAFCOEFS to provide equal opportunity for all and to treat Soldiers, their Families, and DA Civilians fairly without regard to race, color, gender, religion, or national origin. This plan directs positive Human Relations in support of this policy; furthermore, it reflects the high priority and the commitment of the USAFCOEFS leadership to achieve our common EO/Human Relations Program goals.

**Chapter 2  
Responsibilities**

**2-1. USAFCOEFS Chief of Staff (CofS) will-**

a. Chair the USAFCOEFS AP panel that will provide a forum for AP proponents and special staffs to report on EO matters falling within their functional areas of responsibility and AP goal attainment on an annual basis.

b. Provide the Commanding General with a formal assessment of AP goal attainment and the EO environment within USAFCOEFS in the Annual Narrative and Statistical Analysis.

c. Have general staff responsibility for the development, publication, review, and

management of the USAFCOEFS AP.

- d. Assist proponents and special staff with initiatives within functional areas.
- e. Have the Garrison Commander chair the AP panel in the absence of the CofS.

**2-2. Principal USAFCOEFS staff and selected Garrison staff will-**

- a. Serve as proponents for specific actions directed in this AP, at Appendix A.
- b. Serve as AP panel members. Meet with the USAFCOEFS AP panel annually as needed. The panel consists of command and staff representatives as follows:

- (1) CofS
- (2) USAFCOEFS CSM
- (3) USAFCOEFS EO Office
- (4) Inspector General (IG)
- (5) Staff Judge Advocate (SJA)
- (6) Provost Marshall (PMO)
- (7) USAFCOEFS Chaplain
- (8) Equal Employment Office (EEO)

- c. Have staff responsibility for EO matters falling within their functional areas.
- d. Manage functional areas of responsibility to identify those areas where discrimination exists. Once discrimination is identified, take appropriate actions to remedy the situation.

**2-3. USAFCOEFS EO Office will:**

- a. Include Action progress in the annual narrative and statistical report submitted to HQ, TRADOC.
- b. Coordinate the revision and update of the AP as required. Set up formal and informal AP panel meetings when necessary.
- c. Analyze goal assessment and recommend revisions where appropriate.
- d. Prepare graphic and/or statistical analysis of data to-
- e. Determine if AP goal is still relevant or requires revision.

- f. Determine if a change in policy or procedure is required.
- g. Brief functional area(s) and provide assessment of goal achievement at annual panel meeting and as required during informal panel meetings.
- h. Conduct Staff Assistance Visits with all MSCs prior to AP panel meeting.
- i. Support, assist, and review all Ethnic/Special observances.
- j. Conduct and review EO/Human Relations Training.

**2-4. Specified MSC and or equivalent level commanders will:**

- a. Develop an AP at brigade or equivalent levels IAW established policy and ACOM guidance, as applicable. Brigade level APs will include goals to support their specific needs/problem areas IAW ACOM guidance.
- b. Serve as proponents for specific actions directed in this AP, at Appendix A. Ensure plans are developed to support and achieve designated goals.
- c. Submit quarterly EO reports using the standard formats located in Appendix B, NLT the 15<sup>th</sup> of the month following the end of each reporting period.
- d. Manage functional areas of responsibility to identify those areas where discrimination exists. If discrimination is identified, take appropriate actions to remedy the situation.
- e. Prepare graphic and/or statistical analysis of data to:
  - (1) Determine if AP goals are still relevant or requires revision.
  - (2) Determine if a change in policy or procedure is required.
  - (3) Brief functional area(s) and provide assessment of goal achievement at annual panel meeting.

**2-5. Reports:** The standardized quarterly report formats that support this AP are located at Appendix C.

**2-6. Training and Ethnic/Special Observances.**

- a. All Fort Sill EOAs will coordinate with the USAFCOEFS EO NCOIC for instructing the Equal Opportunity Leaders Course.
- b. All Fort Sill EOAs will assist and support Ethnic/Special Observances.
- c. All Fort Sill EOAs will provide calendars to USAFCOEFS EO NCOIC with scheduled

Ethnic/Special Observances to be conducted with their units.

**2-7. The Action Panel will-**

a. The USAFCOEFS AP panel will meet annually, as part of required annual senior leader EO training.

b. The following personnel will also attend:

(1) Specified MSC and Partner Unit Commanders and CSMs

(2) MSC 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 AP objectives and review EO objectives for appropriateness. Panel members and attendees may recommend changes, as deemed necessary.

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

**Chapter 3  
Goals**

**3-1. AP Goal Format:** An explanation of the format elements contained in the AP follows. Appendix A lists specific USAFCOEFS 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, i.e., DA, TRADOC, local intent, or other guidance?

f. Actions/Critical Success Factors: Steps or actions by activities to ensure all Soldiers, their Families, and DA Civilians 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 and attainable with "good faith" effort, time phased, measurable, and within the span of control or responsibility of the commander who will sign the AP.

(3) Milestone development responsibilities and action goal accountability rest with the proponent.

h. Proponent: The proponent block must reflect a specific agency designated for each AP 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 action. An example would be EO Office (1-2). This indicates that the EO office will be responsible for actions 1 and 2.

### **3-2. Goal Development:**

a. The AP 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). AP 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 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.

**3-3. Goal Revision:** Action goals require constant revision. Discard goals that have been achieved and are no longer relevant. Goals sometimes become obsolete, overcome by events, or simply not achievable. Proponents will review each goal at the AP panel meetings. At that time, the panel will decide whether the goal is to be maintained, revised, or dropped.

### **3-4. Review and Analysis:**

a. Proponents will present their goals at the AP 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 annual review of goals to EO Branch not later than 1 October each year.

### **3-5. Measurement:**

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

(1) Identify trends.

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(2) Highlight differences or discrepancies.

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

**Appendix A  
References**

**Section I  
Required Publications**

**DOD Directive 1350.2**

The Department of Defense Military Equal Opportunity Program, Aug 2005.

**DOD Directive 1350.3**

The Department of Defense Action Planning and Assessment Process.

**AR 600-20**

Army Command Policy

**DA Pamphlet 600-26**

Department of the Army Action Plan

**TRADOC Regulation 600-11**

Action Plan

**USAFCOEFS Command Policy Statement # 09-05**

Equal Opportunity

**USAFCOEFS Command Policy Statement # 09-04**

Prevention of Sexual Harassment

**USAFCOEFS Command Policy Statement # 09-09**

Equal Opportunity Complaint Procedures

**Section II  
Related Publications**

This section contains no entries.

**Section III  
Prescribed Forms**

**DA Form 2028**

Recommended Changes to Publications and Blank Forms.

**Section IV  
Referenced Forms**

This section contains no entries.

**Appendix B:  
AAP Goals**

**USAFCOEFS  
ACTION PLAN**

**Subject**

Command Profile

**Number**

1

**Goal(s)**

Provide demographics of the U.S. Army Fires Center and each MSC.

**Objective(s)**

1. Determine and report the composition (by Rank, Race Ethnic Designation Category (REDCAT), and Gender) of the USAFCOEFS.
2. Establish consistent Army-wide implementation of the DA AP.

**Basis for goal**

DA PAM 600-26, TRADOC REG 600-11

**Milestones**

**Actions/Critical Success Factors**

1. Determine and report the composition of the USAFCOEFS by Rank, REDCAT and gender.
2. Include statistical analysis in annual narrative and statistical report.

FY 11  
Report Statistics  
Quarterly,  
Review Annually  
Annually

Proponent: EO Branch and S-1

## USAFCOEFS ACTION PLAN

### Subject

Officer Commissioning Programs Officer Candidate School (OCS) and U.S. Military Academy Preparatory School (USAMAPS)

### Number

2

### Goal(s)

1. Ensure all qualified individuals are encouraged to apply and are considered for acceptance without regard to race or gender.

### Objective(s)

1 .To obtain the highest caliber enlisted Soldier for commissioning.

### Basis

DA PAM 600-26, TRADOC REG 600-11

### Actions/Critical Success Factors

1. Encourage qualified Soldiers to apply for officer commissioning programs.
2. Brigade or equivalent level EOAs will report applications and acceptance for OCS and USAMAPS using TRADOC Form 395-R by REDCAT and gender.
3. The EO office will include REDCAT and gender in a narrative and statistical report to TRADOC.

### Milestones

FY 11

Review Annually,  
Report Statistics  
Quarterly  
Report Statistics  
Quarterly

Annually, 1st Quarter

Proponent: EO Office, MSC EOAs (1-2)

**USAFCOEFS  
ACTION PLAN**

**Subject**

Military Justice

**Number**

3

**Goal(s)**

Ensure that all soldiers are treated equitably by monitoring the administration of military actions by REDCAT and gender.

**Objective(s)**

Ensure that the administration of military justice is not influenced by REDCAT or gender.

**Basis**

DA PAM 600-26, TRADOC REG 600-11

**Actions/Critical Success Factors**

1. Develop and report data by REDCAT and gender on each of the following military justice actions:

- a. Article 15
- b. Summary courts-martial
- c. Special courts-martial
- d. General courts-martial
- e. Punitive discharges approved by general court-martial convening authority.

2. Include an analysis of trends in the annual narrative statistical report. Annually, 1<sup>st</sup> Quarter

**Milestones**

**FY 11**

Report Statistics  
Quarterly,  
Review Annually,

Proponent: EO Office, MSC EOAs (1-2)

**USAFCOEFS  
ACTION PLAN**

<b>Subject</b> EO program staffing	<b>Number</b> 4
<b>Goal(s)</b> Ensures that all Equal Opportunity Advisor (EOA) positions are staffed by Defense Equal Opportunity Management Institute (DEOMI) trained individuals.	
<b>Objective(s)</b> Provide commanders with adequate staffing to implement and monitor programs.	
<b>Basis</b> AR 600-20, DA PAM 600-26, TRADOC REG 600-11, USAFCOEFS TDA	
<b>Actions/Critical Success Factors</b>	<b>Milestones FY11</b>
1. Provide updated TRADOC Form 369-R (Equal Opportunity Personnel Assignments)	Quarterly
2. USAFCOEFS EOA coordinate with TRADOC three months prior to DEOMI class start date to fill pending vacancies.	As required IAW DEOMI classes
3. USAFCOEFS EOA will notify TRADOC-EO Branch of any unprogrammed losses.	As required

Proponent: EO Office, MSC EOA's

**USAFCOEFS  
ACTION PLAN**

**Subject**

Annual MACOM Equal Opportunity Advisor Conference/Workshop

**Number**

5

**Goal(s)**

Conduct annual EOA conference/workshop with all EOAs to ensure they understand their duties and responsibilities.

**Objective(s)**

To provide professional development and standardized procedures.

**Basis**

TRADOC REG 600-11

**Actions/Critical Success Factors**

1. Select conference/workshop site and dates. Develop agenda, select/invite guest speaker(s). Publish and distribute agenda.
2. Conduct conference/workshop.
3. Follow-up for all installation EOAs (if required).
4. Ensure commanders allocate the time and resources for all USAFCOEFS EOAs to attend Army wide/World Wide EO conferences.

**Milestones**

**FY 11**  
1<sup>st</sup> Quarter Annually  
  
3<sup>rd</sup> Quarter Annually  
  
4<sup>th</sup> Quarter  
  
Annually

Proponent: TRADOC EO Office, USAFCOEFS (4)

**USAFCOEFS  
ACTION PLAN**

**Subject**  
Training and Assignment Opportunities

**Number**  
6

**Goal(s)**  
Provide equal training and career assignment opportunities by removing gender based barriers, where possible.

**Objective(s)**

**Basis**  
TRADOC REG 600-11

<b>Actions/Critical Success Factors</b>	<b>Milestones</b>
1. Review TDA position codes and MOS/specialty designators that bar females, where possible.	<b>FY 11</b>
a. Identify positions which appear to be coded to deny assignment of females without justification. (Lead-CSM/DRM)	Annually
b. Publish USAFCOEFS policy on 1SG positions for MOS/gender mixed training. Base positions. (Lead-TBD).	Annually
c. Change TDA when necessary.	Annually
d. Monitor/enforce policy. (Lead-CSM/C of S)	Quarterly

Proponent: Commanding General (1); MSC and equivalent Commanders (1) EO Office

**USAFCOEFS  
ACTION PLAN**

**Subject**

Institutional and Unit Training

**Number**

7

**Goal(s)**

Implement an effective equal opportunity program to include prevention of sexual harassment training utilizing equal opportunity leader's (EOL) within units.

**Objective(s)**

**Basis**

AR 600-20, TRADOC REG 600-11

<b>Actions/Critical Success Factors</b>	<b>Milestones FY11</b>
1. Develop joint training support packages for military and civilian institutional training courses, to include EOL training.	Annually
2. Develop training support packages for unit/installation training. (Lead-EO)	Quarterly
3. Evaluate EO/SH training in institutional training courses, and training for permanent party. (Lead-EO).	Annually
4. Update training support packages for institutional, EOL, and unit training. (Lead-EO)	As required

Proponent: EO Office, MSC EOAs (3,4)

**USAFCOEFS  
ACTION PLAN**

**Subject**  
Equal Opportunity Leaders

**Number**  
8

**Goal(s)**  
Ensure Equal Opportunity Leader (EOL) training and placement within the command.

**Objective(s)**  
Ensure equal representation based on command demographics and ensure that each department, company/battery and or section has access to an EOL.

**Basis**  
AR 600-20

<b>Actions/Critical Success Factors</b>	<b>Milestones FY 11</b>
1. Ensure EOL training is conducted IAW the 60-hour course developed by the Soldier Support Institute.	As needed
2. Ensure that the each commander has, at a minimum one trained EOL.	Continually monitor
2. Ensure EOLs have immediate and direct access to the commander in which he/she supports.	As needed
4. Report EOL staffing by company to MSC EOA.	Quarterly

Proponent: EO Office, MSC EOAs (1-4)

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**Appendix C**

These are the formats that will be used to report data to the USAFCOEFS EO Office. The data contained here is the same as the data reported on the Equal Opportunity Database. All information will be added no later than the 15th day of the following month following the quarter.

	FY__		QUARTER__				UIC__		TOTAL			
	White		Black		Hispanic		NA/AI		AP/PI			
	M	F	M	F	M	F	M	F	M	F		
Co 1SG												
Co CDR												
Co XO												
Bn CSM												
Bn CDR												
Bn XO												
<b>Bn S3</b>												
Bde CSM												
Bde CDR												
Bde XO												
Bde S3												
	White		Black		Hispanic		NA/AI		AP/PI		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
TOTAL												

**Appendix C-1**

MONTHLY EQUAL OPPORTUNITY REPORT

Month:\_\_\_\_

Calendar Year:\_\_\_\_

UIC:\_\_\_\_

Number of SAVs/CIPs conducted by Division down to Brigades/Separates for the month:	0
Number of SAVs/CIPs conducted by Brigades down to Battalion/Separate Companies for the month:	0
Number of SAVs/CIPs conducted by MACOM/CORPS down to Subordinate Commands for the month:	0
Number of EO Training Sessions held at Company and Battalion levels for the month:	0
Number of Ethnic/Special Observances held for the month:	0
Total number of Company level of Changes of Command for the month:	0
Total number of Battalion level of Changes of Command for the month:	0
Total number of Commanders and 1SGs attending CDR/1SG Course:	0

**Comments**

Brief description .

**Appendix C-2**

**Equal Opportunity Database (EODB) - Add a New EO Case  
Logged in as UIC: \_\_\_\_\_**

All items are required for input and follow-up in order to maintain accuracy in tracking.

**Equal Opportunity Complaint Case Listing**

COMPLAINT INFORMATION

UIC:  
RANK:  
REDCAT:  
GENDER:  
TYPE OF COMPLAINT:  
COMPLAINT CATEGORY:

OFFENDER INFORMATION

UIC:  
RANK:  
REDCAT:  
GENDER:  
POSITION:  
UIC OF OFFENCE LOCATION:

COMPLAINT TIME LINE Case listing

DATE FIELD:  
DATE OF COMMANDER:  
EXTENSION DATE:

---

APPEAL:  
DATE OF APPEAL:  
DATE APPEAL TO CDR:  
DATE APPEAL COMPLETE:  
DATE COMPLETE:

---

COMPLAINT STATUS: Case listing

METHOD OF RESOLUTION:  
ACTION TAKEN:  
\*DISPOSITION:  
SENT TO GCMCA:  
IMMEDIATE RELEASE:

**Glossary**

**AIEP**

Army Ideas for Excellence Program

**AP**

Action Plan

**AG**

Adjutant General

**CPD**

Civilian Personnel Directorate

**DCST**

Deputy Chief of Staff for Training

**DCSBO**

Deputy Chief of Staff for Base Operations

**DCSRM**

Deputy Chief of Staff for Resource Management

**DEOMI**

Defense Equal Opportunity Management Institute

**DoD**

Department of Defense

**DOIM**

Director of Information Management

**EEO**

Equal Employment Opportunity

**EO**

Equal Opportunity

**EOA**

Equal Opportunity Advisor

**EOL**

Equal Opportunity Leader

**IET**

Initial Entry Training

**IG**

Inspector General

**MACOM**

Major Army Command

**MOS**

Military Occupational Specialty

**MSC**

Major Subordinate Command

**OCS**

Officer Candidate School

**PERSCOM**

Personnel Command

**REDCAT**

Racial Ethnic Designation Category

**SJA**

Staff Judge Advocate

**TRADOC**

Training and Doctrine Command

**TDA**

Table of Distribution and Allowances

**USAMAPS**

U.S. Army Military Academy Preparatory School

**USAFCOEFS**

United States Army Fires Center Of Excellence and Fort Sill

**VTC**

Video-teleconference

ATZR-V



MATT R. MERRICK  
Colonel, GS  
Chief of Staff

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