

Department of the Army  
Headquarters, USAFCOEFS  
455 McNair Avenue, Suite 100  
Fort Sill, Oklahoma 73503  
7 May 2015

USAFCOEFS Reg 600-11

Personnel - General  
**U. S. ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL  
EQUAL OPPORTUNITY ACTION PLAN**

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**Summary.** This regulation presents the U.S. Army Fires Center of Excellence and Fort Sill (USAFCOEFS) Equal Opportunity (EO) Action Plan (AP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) 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, USAFCOEFS, 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, 12 July 2010.

## **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 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 Army Regulation (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 ARIMS 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 responsible 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, in Appendix B.
- 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 Command Sergeant Major (CSM)
  - (3) USAFCOEFS EO Office
  - (4) Inspector General (IG)
  - (5) Staff Judge Advocate (SJA)
  - (6) Provost Marshal (PMO)
  - (7) USAFCOEFS Chaplain
  - (8) Equal Employment Office (EEO)
- c. Have staff responsible 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 Headquarters, Training and Doctrine Command (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.

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 in accordance with (IAW) established policy and Army Command (ACOM) guidance, as applicable. Brigade level APs will include goals to support their specific needs/problem areas IAW ACOM guidance. These goals must include, but not limited to goals listed in DA PAM 600-26, Paragraph 2-13.

b. Serve as proponents for specific actions directed in this AP, in Appendix B. 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 10th 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 Equal Opportunity Advisors (EOAs) will coordinate with the USAFCOEFS EO Noncommissioned Officer in Charge (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 B 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.

(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, Nov 2003

**DOD Instruction 1350.3**

The Department of Defense Action Planning and Assessment Process, Feb 1988

**AR 600-20**

Army Command Policy

**DA Pamphlet 600-26**

Department of the Army Affirmative Action Plan

**TRADOC Regulation 600-11**

Action Plan

**USAFCOEFS Command Policy Statement # 14-08**

Equal Opportunity

**USAFCOEFS Command Policy Statement # 14-15**

Prevention of Sexual Harassment

**USAFCOEFS Command Policy Statement # 14-09**

Equal Opportunity Complaint Procedures

**USAFCOEFS Command Policy Statement # 14-10**

Prevention of Sexual Assault

**Section II  
Related Publications**

**AR 690-12**

Equal Employment Opportunity and Affirmative Action

**DOD Directive 1440.1**

Civilian Equal Employment Opportunity (EEO) Program, May 1987, w/changes 1-3



**Section III**  
**Prescribed Forms**

**TRADOC Form 600-11-1-R-E**  
Equal Opportunity Action Goal

**DA Form 2028**  
Recommended Changes to Publications and Blank Forms.

**Section IV**  
**Referenced Forms**

This section contains no entries.

**Appendix B**  
**AAP Goals**

1. Equal Opportunity Action Goal #1, Command Profile
2. Equal Opportunity Action Goal #2, Officer Commissioning Programs Officer Candidate School (OCS) and U.S. Military Academy Preparatory School (USAMAPS)
3. Equal Opportunity Action Goal #3, Military Justice
4. Equal Opportunity Action Goal #4, EO program staffing
5. Equal Opportunity Action Goal #5, Annual MACOM Equal Opportunity Advisor Conference/Workshop
6. Equal Opportunity Action Goal #6, Training and Assignment Opportunities
7. Equal Opportunity Action Goal #7, Institutional and Unit Training
8. Equal Opportunity Action Goal #8, Equal Opportunity Leaders

**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 Reporting System ([https://sslacac.hqda.pentagon.mil/eo\\_rptsys](https://sslacac.hqda.pentagon.mil/eo_rptsys)). All information will be added to the EORS no later than the 15<sup>th</sup> day of the following month following the quarter by the BDE EOA or equivalent.

Description	White Male	White Female	Black or African American Male	Black or African American Female	Hispanic or Latino Male	Hispanic or Latino Female	American Indian or Alaskan Native Male	American Indian or Alaskan Native Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female
Co 1SG												
Co CDR												
Co XO												
Bn CSM												
Bn CDR												
Bn XO												
Bn S3												
Bde CSM												
Bde CDR												
Bde XO												
Bde S3												

**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 reporting System (EORS) – 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 OFFENSE LOCATION:

COMPLAINT TIME LINE CASE LISTING

DATE FILED:

DATE TO COMMANDER:

EXTENSION DATE:

APPEAL:

DATE OF APPEAL:

APPEAL TO CDR:

APPEAL COMPLETE:

DATE COMPLETE:

COMPLAINT STATUS:

METHOD OF RESOLUTION:

ACTION TAKEN:

DISPOSITION:

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

**EORS**

Equal Opportunity Reporting System

**HRC**

Human Resources Command

**IET**

Initial Entry Training

**IG**

Inspector General

**MACOM**

Major Army Command

**MOS**

Military Occupational Specialty

**MSC**

Major Subordinate Command

**OCS**

Officer Candidate School

**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



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Director of Human  
Resources

TRACY P. BANISTER  
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Chief of Staff

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