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MILITARY AFFIRMATIVE ACTION PLAN

TABLE OF CONTENTS

	<u>PARAGRAPH</u>	<u>PAGE</u>
CHAPTER 1. GENERAL		
HISTORY.....	1-1	2
PURPOSE.....	1-2	2
REFERENCES.....	1-3	2
EXPLANATION OF ABBREVIATIONS AND TERMS.....	1-4	2
APPLICABILITY.....	1-5	2
OBJECTIVES OF THE PLAN.....	1-6	2
SCOPE.....	1-7	3
PROCEDURES.....	1-8	3
RESPONSIBILITIES.....	1-9	4
RACIAL AND ETHNIC DESIGNATION CATEGORY CODES (REDCAT).....	1-10	5
EQUAL OPPORTUNITY REPORTING REQUIREMENTS.....	1-11	5
AFFIRMATIVE ACTION PANEL ADVISORY BOARD (AAPAB)/ EQUAL OPPORTUNITY COUNCILS.....	1-12	6
CHAPTER 2. AFFIRMATIVE ACTIONS		
IDENTIFICATION.....	2-1	8
COMMUNICATION.....	2-2	8
ASSESSMENTS.....	2-3	10
PERSONNEL.....	2-4	11
MONITOR DISCRIMINATION AND SEXUAL HARASSMENT COMPLAINTS.....	2-5	15
QUALITY OF LIFE.....	2-6	17
MILITARY JUSTICE.....	2-7	19
MINISTRY.....	2-8	20
TRAINING.....	2-9	21
COMMAND BUDGET ESTIMATE.....	2-10	23
APPENDIX A. REFERENCES.....		25
APPENDIX B. RACIAL AND ETHNIC DESIGNATIONS.....		27
APPENDIX C. INSTRUCTIONS FOR QUARTERLY FORMAL EQUAL OPPORTUNITY COMPLAINTS.....		32
APPENDIX D. SAMPLE FORMAT FOR THE QUARTERLY NARRATIVE AND STATISTICAL REPORT OF AFFIRMATIVE ACTION PROGRESS		33
GLOSSARY.....		35

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CHAPTER 1

GENERAL

1-1. **HISTORY.** This issue publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

1-2. **PURPOSE.** This pamphlet presents the U.S. Army Medical Command's (MEDCOM) Affirmative Action Plan (AAP) for Fiscal Years 2001-2004. It identifies and sets forth specific goals and program objectives, responsibilities, and policies that endorse and promote affirmative actions in support of the Department of the Army (DA) Equal Opportunity (EO) Program for military personnel, family members, and Department of the Army (DA) civilians, in accordance with (IAW) AR 600-20.

1-3. **REFERENCES.** References are listed in appendix A.

1-4. **EXPLANATION OF ABBREVIATIONS AND TERMS.** Abbreviations and special terms used in this publication are explained in the glossary.

1-5. **APPLICABILITY.** This AAP applies to all Commanders of MEDCOM units, all Active and Reserve soldiers within MEDCOM, heads of Headquarters (HQ) MEDCOM general and special staff agencies, separate units, and activities down to and including U.S. Army Medical Department Activities (MEDDAC), and equivalent levels. This plan does not apply to DOD civilians. The Equal Employment Opportunity (EEO) Office addresses Affirmative Employment Program objectives governing the civilian workforce.

1-6. **OBJECTIVES OF THE PLAN.**

a. The objective of the AAP is to identify and establish goals, responsibilities, and policies that support the Army's Military EO Program. The intent is three-fold:

(1) To identify unfairness, differences, similarities, and compliance for various ethnic, racial, religious, and gender groups.

(2) To correct structural personnel imbalances and eliminate personal and institutional discrimination.

(3) To assure equal opportunities for upward mobility for all qualified military personnel.

b. To continue to improve the capability and provide a total assessment of the MEDCOM Equal Opportunity Program, including refinement of the command database.

c. To infuse affirmative action into the traditional management system by placing affirmative action responsibilities into the hands of commanders. Commanders, in turn, will implement these actions through their functional managers.

d. To provide objectives and milestones of subject areas requiring affirmative action. Areas to be addressed are--

- (1) Command policy.
- (2) Affirmative action issues.
- (3) Communication.
- (4) Assessments.
- (5) Personnel.
- (6) Monitoring EO/sexual harassment complaints.
- (7) Command and proponents monitoring of specific areas.
- (8) Mandated quarterly EO and prevention of sexual harassment (POSH) training.
- (9) Mandated annual extremist organization and behavior training
- (10) Mandated consideration of others (C02) training.

**1-7. SCOPE.** The provisions of this plan apply to all MEDCOM military personnel (Active and Reserve Components). The plan is a personnel management document; it fulfills a specific DOD requirement that military departments develop and publish comprehensive equal opportunity **AAPs**. It implements requirements outlined in DOD Directive (DODD) 1350.2, DOD Instruction (DODI) 1350.3, and AR 600-20.

**1-8. PROCEDURES**

a. A problem-remedy approach is recommended to identify a discriminatory practice (the problem) within an organization, and to determine how to best implement an affirmative action (the remedy). Military affirmative actions are always based on race, ethnicity, color, gender, or religion.

(1) Analyze the behavior, motivation (qualitative), and statistical evidence (quantitative) to determine if, or to what extent, discrimination exists.

(2) Determine the level of command authority required to implement specific practices and procedures designed to prevent potential discrimination or correct existing discrimination.

(3) Assess affirmative action progress on a recurring basis to determine the need to continue the affirmative action.

b. The AAP is the primary management tool the commander uses for identifying specific actions, establishing measurable goals, appointing responsible proponents for oversight, and designating milestones for progress.

c. Commanders with AAP responsibility are authorized to assemble an AAP Advisory Board (AAPAB).

(1) Goal development and assessment is best accomplished when subordinates, heads of staff agencies, proponents, and commanders interact on a face-to-face basis.

(2) Board members should consist of representatives possessing a high degree of expertise within their area of responsibility. Their unique insight and perspective will offer a well-developed assessment of the problem area. Open discussion will stimulate a broad range of recommendations upon which to base an affirmative action.

d. Report progress of affirmative actions to the next higher level of command, on a recurring basis.

(1) Submit all formal Military Equal Opportunity (MEO) complaints via the EO database, for each quarter. EO complaint data entry is required by the 10th working day following the quarter.

(2) Review the Affirmative Action Plan annually. Submit a Quarterly Narrative and Statistical Report (QNSR) on EO progress via the EO database by the 10th working day following the quarter. Send a hard copy with the commander's signature to Commander, U.S. Army Medical Command, ATTN: MCCG-EO, 2050 Worth Road, Fort Sam Houston, TX 78234-6020, accompanied with the MED3 EO report.

(3) HQ MEDCOM may request reports more frequently for specific items of command interest.

1-9. RESPONSIBILITIES. Commanders are the EO officers for their commands and are assisted by EO advisors and other members of the staff, who provide advice on EO matters in their areas of responsibility. All commanders will--

- a. Develop and implement EO programs for their organizations.
- b. Identify discriminatory practices affecting soldiers, family members, and civilian employees; initiate corrective actions; and provide follow-up and feedback throughout the problem resolution.
- c. Promote EO and appreciation for human diversity through interpersonal harmony for all soldiers, family members, and civilian employees.
- d. Conduct EO and Prevention of Sexual Harassment (POSH) training for subordinate commanders, other military and civilian personnel that is consistent with this plan, DOD, DA, Service, other major Army commands (MACOMs), and local guidance.
- e. Monitor and assess the execution of EO programs and policies at all levels within their areas of responsibility.
- f. Ensure involvement of public affairs personnel at every level of command in planning and executing public awareness programs in support of EO objectives.
- g. Publish and post written command policy statements for EO, POSH, EO complaint procedures, and other policies as necessary, to establish clear EO guidance. All statements will be consistent with Army policy and are required for each MACOM, installation, separate unit, agency, and activity down to company/troop/battery and equivalent level.
- h. Ensure smaller-unit-level Equal Opportunity Representatives (EORs) are appointed and trained.
- i. Establish monitoring procedures to ensure the EO program goals and objectives are carried out actively.

**1-10. RACIAL AND ETHNIC DESIGNATION CATEGORY CODES (REDCAT).**

a. The race/population group and ethnic designation categories at appendix B are the standardized DOD categories and reporting codes.

b. To avoid double counting of racial and ethnic group statistics, the guide at appendix B is provided. These combined standard categories will be used to display data on race and ethnicity within the Army, thus the MACOM.

**1-11. EQUAL OPPORTUNITY REPORTING REQUIREMENTS.**

## a. Report on Formal Equal Opportunity Complaints

(1) MEDCOM Major Subordinate Commands (MSCs) will submit recurring quarterly reports of formal EO complaints received via the EO database within 10 working days following the end of the quarter. Send a hard copy to Commander, U.S. Army Medical Command, ATTN: MCCG-EO, 2050 Worth Road, Fort Sam Houston, TX 78234-6020, accompanied with the MED3 EO report.

(2) Use the MED3 EO report for the report to document awards, Enlisted Promotions, Military Justice, and the Officer Commissioning Program.

## b. Quarterly Narrative and Statistical Report (QNSR).

(1) MEDCOM brigade level or higher commands are required to publish an AAP and will submit QNSRs. Units will utilize the automated EO database and the MED3 EO report for the following information:

EO database.

- (a) Complaint information.
- (b) Command profile.
- (c) Population report.
- (d) Major Subordinate Command
- (e) EOA listing
- (f) Quarterly EO training.
- (g) Unit assessment.

MED3.

- (a) Officer Commissioning Program.
- (b) Military justice.
- (c) Enlisted promotions.
- (d) Awards.

(2) Units are required to review AR 600-20 for a detailed explanation of information required to be entered into the EO database.

(3) Affirmative Action Plans are required to be reviewed annually by the commander.

(4) Infrequent requests to report EO data to meet DA requests and MACOM requirements may be required from MSCs as needed. These requirements to submit other EO relevant information will be requested independently.

(a) All MACOM required quarterly, annual fiscal year, and infrequent reports will be consolidated at MSCs, U.S. Army Dental Command (DENCOM), U.S. Army Veterinary Command (VETCOM), and U.S. Army Center for Health Promotion and Preventive Medicine (CHPPM), and submitted to Commander, U.S. Army Medical Command, ATTN: MCCG-EO, 2050 Worth Road, Fort Sam Houston, TX 78234-6020. Reports received at HQ MEDCOM from the subordinate activities will be returned to the MSC for accountability.

(b) In accordance with former Secretary of the Army West's directive at the worldwide EO 1996 Conference in Cocoa Beach, Florida, dual reporting is hereby prohibited. MEDCOM affiliates worldwide at non-MEDCOM installations will abide by local memorandum of agreement (MOA)/interservice support agreement (ISSA) in effect for local EOA support, training, and complaint processing only. This EXCLUDES reporting requirements to non-MEDCOM commands. MEDCOM organizations will ONLY REPORT quarterly and annual reports to the first brigade or equivalent (Colonel/06), or Division or equivalent commanders (Major General/08). In the absence of such clear command hierarchy, the organization will report directly to the MEDCOM MEO. Dual reporting of MEO data shall not be required by MEDCOM to the local non-MEDCOM host installations. Direct any local issues/problems that arise to the Commander, MEDCOM, ATTN: MCCG-EO.

**1-12. AFFIRMATIVE ACTION PANEL ADVISORY BOARD (AAPAB)/EQUAL OPPORTUNITY COUNCILS.**

a. The AAPAB should be convened annually and chaired by the commander or his/her designated representative.

b. The recommended affirmative action panel composition should consist of the following directorates and staff offices or equivalent:

- (1) Commander
- (2) Chief of Staff (Chairperson).
- (3) Assistant Chief of Staff (Coordinator)
- (4) Command Sergeant Major
- (5) First Sergeant.
- (6) Inspector General (Advisor only).
- (7) Public Affairs Officer (Advisor only).
- (8) Chaplain.
- (9) Provost Marshal.
- (10) Assistant Chief of Staff for Personnel.
- (11) Assistant Chief of Staff for Resource Management
- (12) Assistant Chief of Staff for Operations
- (13) Assistant Chief of Staff for Information Management

(14) Staff Judge Advocate.

(15) Military Equal Opportunity Advisor (Technical Advisor).

(16) Recorder, and other command or staff members essential to the commander's affirmative action and MEO program process.

c. Procedures

(1) The coordinator will schedule AAPAB annual meeting to review and assess AAP progress.

(2) The panel will--

(a) Update the commander on attainment of AAP goals and objectives met/not met and why.

(b) Recommend changes as needed.

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

(3) The EOA will compile reports from proponents to prepare the QNSR to MEDCOM.

(4) The commander will approve and implement the AAP.

CHAPTER 2

AFFIRMATIVE ACTIONS

**2-1. IDENTIFICATION.** This chapter contains affirmative action goals and objectives developed by MEDCOM EO staff. The goals are intended to be realistic, achievable, and measurable prospects of attainment. They should be accomplished within a specific time period and not translate into ceilings, quotas, or base figures that are to be achieved at the expense of integral qualifications. In affirmative action efforts, goals are not quotas. Goal development is intended to be limited in scope or number to diminish imposing additional reporting requirements on subordinate commands. Goal development and/or accountability for affirmative action will be with the commander or functional manager who has the resources and authority to control or influence the outcome of specific affirmative actions.

**2-2. COMMUNICATION.**

a. Command Policy.

(1) Subject: Commander's Policy Statements on EO, POSH, Whistle Blower Protection, and Participation in Extremist Organizations.

(2) Proponent: Commanders at all levels.

(3) Objective: Each commander, upon assumption of command, will publish a policy statement reflecting his/her commitment to the EO Program.

(4) Affirmative Action(s): Publish and make available to members of their command within 30 days of assumption of command.

(5) Goal(s): Keep commander's policy statements current.

(6) Milestone(s): Publish policies within 30 days of assumption of command.

(7) Within 90 days of assumption of command, MSCs will furnish signed copies to Commander, U.S. Army Medical Command, ATTN: MCCG-EO, 2050 Worth Road, Fort Sam Houston, TX 78234-6020, to be kept on file.

(8) Basis for Goal(s): DODD 1350.2 and AR 600-20

b. Affirmative Action Plans (AAPs).

(1) Subject: The Affirmative Action Plan (AAP).

(2) Proponent: Commanders.

(3) Objective: To assist and advise commanders, directorates, and staff members in the development and maintenance of the AAP.

(4) Affirmative Action(s):

(a) Provide racial, ethnic group, gender, and religious demographics of the MACOM population to commanders. Coordinate and assist in the analysis and development of trends.

(b) Provide advice and assistance to commanders and staff on the AAP.

(5) Goal(s): Develop and maintain the AAP.

(6) Milestone(s): Review the AAP annually to assess the efficiency of action steps; assist and advise concerning the management, analysis, and development of trends.

(7) Basis for Goal(s): DODD 1350.3, AR 600-20, and DA Pam 600-26.

c. Public Affairs.

(1) Subject: Command Public Affairs Programs

(2) Proponent: Public Affairs Officers.

(3) Objective: Increase public awareness and education of the command's affirmative actions in EO.

(4) Affirmative Action(s):

(a) Publish articles in support of EO to internal audiences using available command information media; focus on progress, new initiatives, and items of special interest; and support other proponents' informational requirements.

(b) Inform external audiences using available media of new policies and developments in the commander's EO Program.

(c) Distribute relevant news releases to minority-oriented publications.

(d) Promote the use of neutral language in Army public affairs information releases to include photography, cartoons, and other visual media

(5) Goal(s):

(a) Increase understanding of affirmative action programs in the command.

(b) Develop and distribute news releases on significant developments in the command's EO Program.

(6) Milestone(s): Review progress annually.

(7) Basis for Goal(s):

(a) Social, moral, and legal significance of this program.

(b) Soldiers and family members' perceptions that EO is a reality are enhanced by the commander's published statement of commitment.

d. Equal Opportunity Hotline

(1) Subject: Installation Equal Opportunity Hotline.

(2) Proponent: MEDCOM Installation Commanders.

(3) Objective(s):

(a) Provide procedural information on the filing of EO complaints; clarify what constitutes an act of sexual harassment.

(b) Provide information on the appeals process to include access to higher levels of authority if resolution cannot be accomplished at the installation level.

(c) Provide information to leaders on the correct procedures to follow in handling sexual harassment complaints.

(4) Affirmative Action(s): Communicate significant MEO and command information during nonduty hours.

(5) Milestone(s): Provide an installation EO hotline to publish vital EO information during nonduty hours, annually.

**2-3. ASSESSMENTS.**

a. EO Program Staff Assistance and Assessment Visits (SAAVs).

(1) Subject: SAAVs.

(2) Proponent: Equal Opportunity Advisors.

(3) Objective(s):

(a) Provide assistance to assess the commander's military EO program.

(b) Assist in identifying factors that impact the unit's mission accomplishment.

(c) Enhance mission success.

(4) Affirmative Action(s):

(a) Conduct an SAAV for each MSC or activity annually or as required.

(b) Provide an SAAV at commander's request.

(c) Consolidate with Command Inspection Program and within 90 days of assumption of command.

(5) Goal(s): Provide commanders with current assessment of the EO climate.

(6) Milestone(s): Conduct biannually

(7) Basis for Goal(s): AR 600-20 and DA Pam 350-26. SAAVs provide commanders with assessment and assistance in determining the command EO climate. Provide guidance concerning the development and maintenance of Equal opportunity Program.

b. Command Inspection Programs.

(1) Subject: Command Inspection Program.

(2) Proponent: Commanders.

(3) Objective: Effect EO climate assessment within 90 days of assumption of command and once annually thereafter.

(4) Affirmative Action(s): Measure the command EO environment within 90 days of assumption of command and annually.

(5) Goal(s): Determine the EO atmosphere, actuality of counter-productive perceptions that may reduce proactive measures to ensure a fair, equal, and harassment-free environment for all personnel.

(6) Milestone(s): Command Inspection EO program climate assessments will be conducted within 90 days after assumption of command and annually thereafter.

(7) Basis for Goal(s): AR 600-20 and DA Pam 600-26.

2-4. **PERSONNEL.**

a. Force Composition.

(1) Subject: Active Army Composition.

(2) Proponent: Commanders.

(3) Objective: Determine the demographic profile of the active duty force by REDCAT and gender.

(4) Affirmative Action(s): Report the composition of the Active Army assigned to the command for officers, warrant officers, and enlisted soldiers by grade, race, ethnic designation category, and gender.

(5) Goal(s): Provide EO assignment according to individual qualifications, specialty preference, and the needs of the command.

(6) Milestone(s): Required information is available quarterly.

(7) Basis for Goal(s): DODD 1350.3, AR 600-20, and DA Pam 600-26.

b. Command Positions.

(1) Subject: Command Selections.

(2) Proponent: Commanders.

(3) Objective: Monitor the selection of qualified personnel to command positions by REDCAT and position. Monitor command positions of--

(a) First Sergeant.

(b) Command Sergeant Major.

(c) Company/Detachment Commander.

(d) Executive Officer.

(e) Deputy Chiefs of Staff/Deputy Commander for Administration.

(f) Activity Commanders.

(9) Major Subordinate Commanders.

(4) Affirmative Action(s): Monitor assignment of qualified minorities and women to command positions.

(5) Goal(s): Monitor the assignment of qualified minority and female command positions in the command.

(6) Milestone(s): Review quarterly and report annually.

(7) Basis of Goal(s): AR 614-100 and **AR** 614-200.

c. Key Staff Positions.

(1) Subject: Key Staff Position Profiles.

(2) Proponent: Commanders.

(3) Objective: Monitor the selection and assignment of qualified minorities and women to key staff positions.

(4) Affirmative Action(s): Demonstrate the diversity of qualified personnel/selected personnel to key positions such as: G-1/S-1; G-2/S-2; G-3/S-3; G-4/S-4; and other positions identified by the commander as key staff.

(5) Goal(s): Demonstrate the diversity of qualified personnel selected to key staff positions.

(6) Milestone(s): Monitor semiannually and report annually.

(7) Basis for Goal(s): DA Pam 600-26.

d. Primary, Full/Part Time EO Positions.

(1) Subject: EO Advisor and Full/Part Time Collateral EO Representatives.

(2) Proponent: Commanders.

(3) Objective: EO advisor **authorizations/assignments** and/or EO representatives (EOR) are maintained at the level prescribed by **AR** 600-20, and are staffed with trained personnel of required rank.

(4) Affirmative Action(s): Develop and report the number of EO advisor authorizations and assigned EO representatives within the command. Include the following for each requirement:

(a) Position (required, authorized, filled).

(b) Rank (required, authorized, or incumbent).

(c) MOS (required, authorized, or incumbent).

(d) Training received by incumbent (for example: Defense Equal Opportunity Management Institute (DEOMI) 15 weeks, DEOMI Staff Course, 80-Hour Installation EOR Course, none, and so forth).

(5) Goal(s): Consistent, Army wide implementation of the DA AAP and the Army Equal Opportunity Program.

(6) Milestone(s): Provide annually

(7) Basis for Goal(s): AR 600-20, FM 100-22, FM 101-5, and command authorization documents.

e. Officer Commissioning Programs.

(1) Subject: Officer Commissioning Programs, U.S. Military Academy Preparatory School (USMAPS), and Warrant Officer Program.

(2) Proponent: Personnel.

(3) Objective: Track applications for Officer Commissioning Programs and Warrant Officer Program by REDCAT and gender.

(4) Affirmative Action(s): Report applications by REDCAT and gender for all programs.

(5) Goal(s): Ensure that qualified minorities and females are being encouraged to apply for these programs.

(6) Milestone(s): Provide report to HQ MEDCOM annually.

(7) Basis for Goal(s): DA Pam 600-26.

f. Military Awards

(1) Subject: Awards Programs.

(2) Proponent: Commanders

(3) Objective: Ensure the awards program is administered fairly without regard to race, ethnicity, religion, national origin, gender, or grade.

(4) Affirmative Action(s):

(a) Maintain statistical data by race, grade, and REDCAT on approved, disapproved, and downgraded awards, i.e., Army Achievement Medal (AAM), Army Commendation Medal (ARCOM), Meritorious Service Medal (MSM), and Oak Leaf Medal (OLM), throughout the command.

(b) Receive statistical data on all commendations awarded in the command. Deviations greater than 15 percent above or below the actual number presented should be evaluated.

(c) Analyze and report deviations exceeding 15 percent for two consecutive quarters.

(5) Goal(s): Eliminate imbalances in the award system. When imbalances occur, determine the causative factors and recommend corrective action as appropriate.

(6) Milestone(s): Review progress quarterly and report findings to the MEO advisors or representatives quarterly.

(7) Basis for Goal(s): DA Pam 600-26.

g. Promotions.

(1) Subject: Enlisted semi-centralized promotions.

(2) Proponent: Unit Commanders.

(3) Objective: Ensure that minorities and women in grades Private E2 (PV2) through Staff Sergeant (SSG) have equal opportunity for promotion.

(4) Affirmative Action(s): Ensure all eligible and qualified personnel are considered and selected for promotion.

(5) Goal(s): Ensure all qualified eligible personnel are considered and recommended for promotion.

(6) Milestone(s): Monitor monthly using the CO1 roster.

(7) Basis for Goal(s): AR 600-8-22 and DA Pam 600-26.

h. Retention.

(1) Subject: Active Component Reenlistment.

(2) Proponent: Commanders and Reenlistment staffs.

(3) Objectives:

(a) Retain soldiers and ensure that retention efforts and bars to reenlistment are without regard to race or gender.

(b) Identify factors that may affect over/under representation of a group and provide appropriate recommendations to commanders to remedy identified factors.

(4) Affirmative Action(s): Review retention data for disparities between reenlistment by categories.

(5) Goal(s):

(a) Track reenlistment by categories: Initial term, mid-career, careerist, and reserves. Maintain eligibility for retention and report annually.

(b) Monitor the bars/waivers to reenlistment by categories. Identify trends and recommend corrective actions as appropriate.

(6) Milestone(s): Report findings to the EO advisor or representative as needed.

(7) Basis for Goal(s): DA Pamphlet 600-26.

i. Direct Combat Probability Coding (DCPC).

(1) Subject: DCPC.

(2) Proponent: Commanders, Personnel

(3) Objective: Ensure proper utilization of female soldiers (officers, warrant officers, and enlisted) within MEDCOM.

(4) Affirmative Action(s): Monitor the DCPC within MEDCOM to ensure all positions are correctly coded and do not necessarily preclude the assignment of women.

(5) Goal(s): Assess problem areas and recommend necessary changes.

(6) Milestone(s): Personnel offices provide the information annually.

(7) Basis for Goal(s): AR 600-13 and DA Pam 600-26.

j. Educational Development

(1) Subject: Educational Development

(2) Proponent: Commanders.

(3) Objective: Improve the educational level of officer and enlisted personnel assigned to MEDCOM.

(4) Affirmative Action(s):

(a) Evaluate the counseling services on MEDCOM installations.

(b) Monitor the number of personnel enrolled in basic skills education programs by REDCAT and gender. Identify problems and make appropriate recommendations.

(c) Maintain statistics on number of personnel eligible for and enrolled in high school completion programs by REDCAT and gender.

(d) Monitor and assess adequacy of off-post education facilities provided for military personnel and their family members and make appropriate recommendations.

(5) Goal(s): Ensure education programs are monitored and resourced to serve the needs of military personnel and their family members assigned to MEDCOM installations.

(6) Milestone(s): Provide report to HQ MEDCOM annually.

(7) Basis for Goal(s): DA Pam 600-26. Monitor education accomplishments of personnel in the command and promote educational opportunities to qualified personnel.

**2-5. MONITOR DISCRIMINATION AND SEXUAL HARASSMENT COMPLAINTS.**

a. Formal Military Discrimination and Sexual Harassment Complaints.

(1) Subject: Complaint Processing.

(2) Proponent: Commanders, EO staff.

(3) Objective(s):

(a) Ensure all soldiers are aware of commander's EO sexual harassment policies.

(b) Conduct special compliance monitoring when serious minority tension trends are identified.

(c) Analyze racial discrimination/sexual discrimination complaints by REDCAT and gender filed by personnel or family members and determine causative factors.

(4) Affirmative Action(s): Monitor and report formal discrimination and or sexual harassment complaints by REDCAT, gender.

(5) Goal(s): Ensure that incidents of discrimination or sexual harassment due to race, ethnicity, religion, gender, or national origin are identified.

(a) Monitor discrimination/sexual harassment complaints processed.

(b) Develop a system to determine the number of complaints filed with the military police, Inspector General (IG), and Chaplain staffs to eliminate duplicate counting.

(c) Monitor on- and off-post facilities to determine the extent to which discrimination/sexual harassment exist.

(6) Milestone(s): Report complaints quarterly and annually to HQ MEDCOM, ATTN: MCCG-EO.

(7) Basis for Goal(s): AR 600-20 and DA Pam 600-26.

b. Provost Marshal.

(1) Serious Incident Reports (SIRs).

(a) Subject: SIRs.

(b) Proponent: Provost Marshals and Law Enforcement program.

(c) Objective: Monitor quarterly serious incidents related to EO or sexual harassment.

(d) Affirmative Action(s): Monitor quarterly and report annually military police SIRs related to EO or sexual harassment involving command personnel.

(e) Goal(s): Provide commanders with information regarding reported SIRs related to EO and/or sexual harassment involving command personnel.

(f) Milestone(s): Provide commanders with EO and sexual harassment complaint data quarterly, and report annually.

(g) Basis for Goal(s): MEDCOM Suppl 1 to AR 190-40 and DA Pam 600-26.

(2) Armed Forces Disciplinary Control Board.

(a) Subject: Off-Limits Establishments.

(b) Proponent: Installation Commanders.

(c) Objective: Monitor and report the number and type of off-limit installation facilities that are determined as off limits to military members due to claims of discrimination or sexual harassment.

(d) Affirmative Action(s): Monitor quarterly the number of off-limit establishments due to discrimination or sexual harassment.

(e) Milestone(s): Provide report of total number and type annually.

(f) Basis for Goal(s): DODI 5505.8, AR 190-24, and DA Pam 600-26. Provide commanders with an additional mechanism to monitor the off-limits installation EO climate affecting the soldiers and family members of the installation.

c. Inspector General (IG).

(1) IG Assistance Requests.

(a) Subject: Complaints--Inspector General Assistance Requests (IGARs).

(b) Proponent: Inspector General.

(c) Objective: Refer and consult with EO staff on EO complaints upon request.

(d) Affirmative Action(s): Analyze and provide commanders a summary of concerns relating to EO complaints and sexual harassment complaints as appropriate.

(e) Goal(s): Track EO complaints to include sexual harassment or discrimination due to race, religion, gender, or national origin.

(f) Milestone(s): Report quarterly, each fiscal year, and as applicable.

(g) Basis for Goal(s): DODD 1350.3 and AR 600-20.

(2) Complaints of Reprisal and Whistle Blower Protection

(a) Subject: Inspector General Action Requests, Equal Opportunity and Sexual Harassment Complaints; Reprisals.

(b) Proponent: Inspector General.

(c) Objective: Monitor IG, EO and sexual harassment complaints relating to reprisals and whistle blower protection.

(d) Affirmative Action(s): Monitor and report to the commander EO complaints related to reprisal or whistle blower protection.

(e) Goal(s): Ensure the elimination of reprisals and perception of the lack of command protection for whistle blowers.

(f) Milestone(s): Provide report to the commander.

(g) Basis for Goal(s): DODD 5700.4 and MEDCOM Pam 600-26.

**2-6. QUALITY OF LIFE.**

a. Housing Policy.

(1) Subject: Off-Post Housing Policy.

(2) Proponent: MEDCOM Installation Commanders, Housing Office.

(3) Objective: Ensure military personnel, family members, and DA civilian personnel locate to suitable nondiscriminatory off-post housing

(4) Affirmative Action(s):

(a) Monitor procedures to ensure that all personnel process through the Housing Referral Office (HRO) prior to leasing, renting, or purchasing off-post housing.

(b) Monitor HRO operations for compliance with Army regulations.

(c) Monitor on- and off-post housing complaints by REDCAT, gender, grade, and geographical location. Establish trends and recommend solutions.

(5) Goal(s): Ensure soldiers and their family members receive fair treatment regarding their housing needs and eliminate unfair realtor practices.

(6) Milestone(s): Provide report to HQ MEDCOM annually.

(7) Basis for Goal(s): AR 210-50 and MEDCOM Pam 600-26.

b. Leadership Issues.

(1) Subject: Quality of Life/Leadership Issues.

(2) Proponent: Command Sergeants Major and First Sergeants.

(3) Objective: Advise the commander, with assistance from appropriate staff agencies, on the quality of life and leadership issues and the impact on enlisted soldiers and family members.

(4) Affirmative Action(s): Advise the commander on EO for enlisted personnel by REDCAT and gender in the following areas:

(a) Promotions.

(b) Awards

(c) Career schooling to include Primary Leadership Development Course (PLDC), Basic Noncommissioned Officer Course (BNCOC), Advanced Noncommissioned Officer Course (ANCOC), and Sergeant Major (SGM) Academy

(d) Assignment selection/utilization.

(e) Monitor and evaluate soldier support activities to determine if services are adequate and meet the needs of soldiers and their families.

(5) Goal(s): Ensure that leaders and managers are attuned and responsive to quality of life and leadership issues affecting soldiers and their families.

(6) Milestone(s): Review progress annually.

(7) Basis for Goal(s): DA Pam 600-26.

## c. Monitor Installation Facilities.

(1) Subject: Commander Representation to Installation Facilities

(2) Proponent: Commanders.

(3) Objective: Infuse EO in installation agencies/facilities.

(4) Affirmative Action(s): Monitor post facilities to ensure EO access for all eligible military personnel, family members, and civilian employees.

(5) Goal(s): Appoint an EO advisor, as commander representative, to monitor and assess the EO climate of installation facilities such as: Installation Club System--both Officer and Enlisted; Post Exchange and Exchange Concessions; Commissaries; Morale, Welfare and Recreation facilities; Post Library, etc.

(6) Milestone(s): Monitor quarterly.

(7) Basis for Goal(s): DA Pam 600-26.

**2-7. MILITARY JUSTICE.**

## a. Administration of Military Justice.

(1) Subject: Military Justice.

(2) Proponent: Staff Judge Advocate/EO Staff.

(3) Objective: Provide pertinent information to ME0 Office, upon request, reference the administration of military justice actions which may/may not be influenced by REDCAT, gender, religion, or national origin.

(4) Affirmative Action(s): Provide upon request from the EO relevant 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.

(5) Goal(s): EO staff will analyze data collected by REDCAT and identify possible trends to the commander. Provide action needs to ensure that all soldiers are treated equitably.

(6) Milestone (s): Provide quarterly and annually

(7) Basis for Goal(s): DA Pam 600-26

b. Legal Review of EO and Sexual Harassment (SH) Formal Complaints.

(1) Subject: Formal EO Complaint Appeals.

(2) Proponent: Staff Judge Advocate.

(3) Objective: Conduct legal review of requests for appeal on formal EO complaints.

(4) Affirmative Action(s): Review formal EO/SH complaints on appeal to determine appropriateness of command actions.

(5) Goal(s): Ensure actions are lawful.

(6) Milestone(s): As required for each received request for appeal on formal EO complaints.

(7) Basis for Goal(s): AR 600-20 and DA Pam 600-26.

c. Legal Review of Commander-Directed 15-6 Investigations.

(1) Subject: Review 15-6 Investigations related to EO/SH Complaints.

(2) Proponent: Staff Judge Advocate.

(3) Objective: Conduct legal review under the provisions of requisite guidance prior to commander action against alleged offender.

(4) Affirmative Action(s): Ensure objective and unbiased review of the 15-6 investigations related to EO/SH complaints.

(5) Goal(s): Ensure all 15-6 investigations related to EO/SH complaints are reviewed.

(6) Milestone(s): As required by guidance

(7) Basis for Goal(s): AR 15-6 and AR 600-20

2-8. MINISTRY. Chaplain Support.

a. Subject: Religious Activities

b. Proponent: Chaplains.

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

d. Affirmative Action(s):

(1) Encourage minorities, including women, to participate in religious activities and assume leadership positions within the spiritual life of the community.

(2) Provide comprehensive religious support, including major religious holiday services and other special religious activities as the need is identified and resources are available.

(3) Coordinate with EO advisors and EO representatives to provide religious support for ethnic and cultural observances as needed.

(4) Monitor the assignments and utilization of Chaplains by REDCAT and gender.

e. Goal(s): Ensure that comprehensive religious support is provided for all members of the command.

f. Basis for Goal(s): DODD 1300.17 and DA Pam 600-26.

## 2-9. TRAINING.

a. Professional Military Education (PME).

(1) Subject: Military EO and Sexual Harassment Overview Training.

(2) Proponent: Commanders

(3) Objective: Monitor the attendance of all command selectees, flag and general officers, supervisors, and managers in equal opportunity, managing diversity, and prevention of sexual harassment on a recurring basis by requisite guidance.

(4) Affirmative Action(s): Commanders will monitor the--

(a) Scheduling and attendance of all Brigadier General selectees to the General Officer EO Program orientation at DEOMI.

(b) Attendance of Command Sergeants Major and First Sergeants to the Senior Noncommissioned Officer Equal Opportunity Workshop (DEOMI).

(5) Goal(s): Monitor attendance of eligible personnel to General Officer EO Orientation and the Senior NCO EO Workshop.

(6) Milestone(s): Monitor annually and report as part of senior and executive level EO training accomplishments.

(7) Basis for Goal(s): DA Pam 600-26.

b. Professional Development Courses

(1) Subject: EO/POSH Training for Basic and Advanced Noncommissioned Officer Courses (BNCOC/ANCOC), Warrant Officer Basic Course (WOBC), Officer Basic Course (OBC), and Officer Advanced Course (OAC).

(2) Proponent: Commander, U.S. Army Medical Department Center and School (AMEDDC&S).

(3) Objective: Sustain and conduct EO/POSH training into training support packages (TSPs) by adding specific terminal and specific enabling training objectives for each.

(4) Goal(s): Incorporate the following EO/POSH training objectives to the professional development courses by requisite guidance.

(5) Affirmative Action(s): Cover and conduct training per TSPs in the following areas:

(a) The Army and MACOM'S EO/POSH policies and programs.

(b) Professional behaviors that foster cohesive, cooperative, and harmonious on- and off-duty relationships, to include the use of nonsexist and nondiscriminatory language.

(c) Unprofessional behaviors and acts that cause disharmony among soldiers from different races, ethnic groups, and sexes and lead to discrimination and sexual harassment charges, to include individual responsibility for reporting these behaviors and acts.

(d) Conditions and situations that could lead to unprofessional behaviors and acts, to include reporting these conditions and situations.

(e) Complaint procedures.

(6) Milestone(s): Provide quarterly results by total number trained by grade and REDCAT.

(7) Basis for Goal(s): U.S. Army Training and Doctrine Command (TRADOC), DA Pam 600-26, AMEDDC&S Program of Instruction for Professional Development Courses.

c. Unit Level EO and POSH Training.

(1) Subject: Unit EO and POSH Training.

(2) Proponent: Commanders.

(3) Objective: Ensure unit level EO and POSH training is conducted quarterly in small group setting.

(4) Affirmative Action(s):

(a) Ensure unit EO and POSH training is scheduled and conducted quarterly IAW AR 350-1 and AR 600-20.

(b) Infuse EO and POSH preliminary training where feasible to command newcomers' orientations, command briefings, annual birth month training, in-services, and other training initiatives to instill EO and POSH training in the unit.

(c) Instill EO and POSH training supporting personnel readiness in the unit.

(d) Ensure civilian supervisors and managers of military personnel attend EO and POSH training as required.

(5) Goal(s): Guarantee EO and POSH training is a component of personnel readiness training.

(6) Milestone(s): Provide quarterly fiscal year EO and POSH training data as required by MACOM.

(7) Basis for Goal(s): AR 350-1, AR 600-20, DA Pam 350-20, and TC 26-2.

d. Installation Leadership and Pre-Command EO Training.

(1) Subject: EOR Course, Leadership, and Pre-Command Training.

(2) Proponent: Installation Commanders.

(3) Objective: Coordinate with installation G-3 to develop and conduct recurring (consistent to need):

- (a) 80-Hour Equal Opportunity Representative Course.
- (b) Senior Noncommissioned Officer and Executive Officer Level EO Training.
- (c) Pre-Command EO Orientation Briefings.
- (d) Cooperative EO/EEO POSH Training.

(4) Affirmative Action(s): Coordinate with local installation G-3/S-3 to develop plan for training consistent to required guidance and TSPs.

(5) Goal(s): Inculcate essential leadership EO training at the installation and/or MSC to sustain the Army and MEDCOM EO/POSH policies.

(6) Milestone(s): Coordinate and conduct training as required IAW prescribed guidance.

(7) Basis for Goal(s): DODD 1350.2, AR 600-20, DA Pam 350-26, and TC 26-2.

e. Ethnic and Cultural Observances.

(1) Subject: EO Program Observances.

(2) Proponent: Commanders.

(3) Objective: Provide resourcing to develop and conduct or participate in annual ethnic and cultural observances.

(4) Affirmative Action(s): Conduct ethnic and cultural observances to foster the command's recognition of the contributions of specific ethnic groups.

(5) Goal(s): Develop, plan, and conduct annual ethnic and cultural observances that will encourage and strengthen--

(a) Recognition and contributions made by members of specific racial or ethnic groups in our society.

(b) Cross-cultural communication.

(c) Value in the command's diversity among all soldiers, their families, and the civilian workforce.

(d) Enhanced extension of the command's EO education and training objectives.

(6) Milestone(s): Develop and conduct ethnic and cultural observances and report annually.

(7) Basis for Goal(s): DODD 1350.2, AR 600-20, and DA Pam 600-26.

**2-10. COMMAND BUDGET ESTIMATE.**

a. EO Program Budget.

(1) Subject: EO Program Operations.

(2) Proponent: Commanders.

(3) Objective: Resource EO program operations, training development, and EO ethnic and cultural observance activities.

(4) Affirmative Action(s): Appropriate funding for--

(a) EO program operations.

(b) Conducting command assessments of remote subordinate command EO programs.

(c) Conducting installation EOR Courses.

(d) Continuing professional education of EO advisors.

(e) Conducting ethnic and cultural observances.

(f) Training and professional development media for EO/POSH training.

(5) Goal(s): Receive EO in budgeting consistent with other command and installation special emphasis programs (i.e., Total Quality Management (TQM), EEO, etc.).

(6) Milestone(s): Resourced annually.

(7) Basis for Goal(s): DODD 1350.2, AR 600-20, and DA Pam 600-26.

b. Resourcing EO operations similarly to other critical personnel readiness and quality of life programs demonstrates commands are actively engaged in key programs and sustaining the on- and off-duty living and working environment for all personnel.

## APPENDIX A

## REFERENCES

AR 15-6, Procedures for Investigating Officers and Boards of Officers

AR 20-1, Inspector General Activities and Procedures

AR 25-55, The Department of the Army Freedom of Information Act

AR 190-24, Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations

AR 210-50, Housing Management

AR 350-1, Army Training

AR 600-8-22, Military Awards

AR 600-13, Army Policy for the Assignment of Female Soldiers

AR 600-20, Army Command Policy

AR 601-280, Army Retention Program

AR 614-100, Officers Assignment Policies, Details and Transfers

AR 614-200, Enlisted Assignments and Utilization Management

AR 680-29, Military Personnel - Organization and Type of Transaction Codes

DA Pamphlet 350-20, Unit Equal Opportunity Training Guide

DA Pamphlet 600-26, The Department of the Army Affirmative Action Plan

DA Pamphlet 600-69, Unit Climate Profile, Commander's Handbook

FM 100-22, Installation Management

FM 101-5, Staff Organization and Operations

TC 26-2, Effective Planning

DOD Human Goals Charter

DODD 1300-17, Accommodating Religious Practices

DODD 1325.6, Guidelines for Handling Dissident and Protest Activities Among Members of the Armed Forces

DODD 1350-2, The DOD Military EO Program

DODD 1350-3, Affirmative Action Planning and Assessment Process

DODD 4000.19, Intraservice, Interdepartmental, and Interagency Support

DODD 5500.7-R, Joint Ethics Regulation (JER)

MEDCOM Pam 600-26

DODI 5505.8, Investigations of Sexual Misconduct by Defense Investigative Organizations and Other DOD Law Enforcement Organizations

MEDCOM Memo 15-12, Affirmative Action Plan Advisory Board

MEDCOM Pamphlet 190-2, Handbook for U.S. Army Medical Command Security Officers

MEDCOM Suppl 1 to AR 190-40, Serious Incident Report

APPENDIX B

RACIAL AND ETHNIC DESIGNATIONS

1. The race or population group and ethnic group designations are the standard DOD categories and reporting codes.
2. To avoid double counting of racial and ethnic group statistics the categories listed in the MED 3E0 report will be used. REDCAT will be used to display data on race and ethnicity within the U.S. Army.
3. This appendix contains the following "l-R" forms (authorized for local reproduction).

MEDCOM Form 725-R (Awards and Decorations)

MEDCOM Form 726-R (Enlisted Promotions)

MEDCOM Form 727-R (Military Justice: Article 15 and Courts Martial)

MEDCOM Form 728-R (Officer Commissioning Program)



ORGANIZATION: \_\_\_\_\_

DATE (as of:) \_\_\_\_\_

REPORT PERIOD: \_\_\_\_\_

**ENLISTED PROMOTIONS**

For use of this form see MEDCOM PAM 600-26

		WHITE NOT OF HISPANIC ORIGIN		BLACK NOT OF HISPANIC ORIGIN		HISPANIC		AMERICAN INDIAN / ALASKAN NATIVE		ASIAN / PACIFIC ISLANDER		OTHER		UNKNOWN		TOTAL NUMBER
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	
TOTAL UNIT STRENGTH	M															
	F															
TO E- 4 (PFC ELIGIBLE)	M															
	F															
PROMOTED TO E-4 (SPC/CPL)	M															
	F															
TO E-5 (SPC ELIGIBLE)	M															
	F															
PROMOTED TO E-5 (SGT)	M															
	F															
TO E-6 (SGT ELIGIBLE)	M															
	F															
PROMOTED TO E-6 (SSG)	M															
	F															
TOTAL ENLISTED ELIGIBLE	M															
	F															
TOTAL ENLISTED PROMOTED	M															
	F															

## MILITARY JUSTICE

For use of this form see MEDCOM PAM 600-26

### (NOTE: Only Report Complete Actions) ARTICLE 15

		WHITE NOT OF HISPANIC ORIGIN		BLACK NOT OF HISPANIC ORIGIN		HISPANIC		AMERICAN INDIAN / ALASKAN NATIVE		ASIAN / PACIFIC ISLANDER		OTHER		UNKNOWN		TOTAL NUMBER
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	
ARTICLE 15 OFFICER (Summarized Proceedings)	M															
	F															
ARTICLE 15 ENLISTED (Summarized Proceedings)	M															
	F															
ARTICLE 15 OFFICER (Formal Proceedings)	M															
	F															
ARTICLE 15 ENLISTED (Formal Proceedings)	M															
	F															
<b>TOTAL ARTICLE 15</b>	M															
	F															

### (NOTE: Only Report Complete Actions) COURTS-MARTIAL

		WHITE NOT OF HISPANIC ORIGIN		BLACK NOT OF HISPANIC ORIGIN		HISPANIC		AMERICAN INDIAN / ALASKAN NATIVE		ASIAN / PACIFIC ISLANDER		OTHER		UNKNOWN		TOTAL NUMBER
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	
COURTS-MARTIAL OFFICER	M															
	F															
COURTS-MARTIAL ENLISTED	M															
	F															
<b>TOTAL COURTS-MARTIAL</b>	M															
	F															
CONFINEMENT Pretrial	M															
	F															
CONFINEMENT Post Trial	M															
	F															
<b>TOTAL CONFINEMENTS</b>	M															
	F															
Punitive Discharge Approved By General Courts-Martial	M															
	F															
<b>TOTAL MILITARY JUSTICE</b>	M															
	F															

### OFFICER COMMISSIONING PROGRAM

For use of this form see MEDCOM PAM 600-26

		WHITE NOT OF HISPANIC ORIGIN		BLACK NOT OF HISPANIC ORIGIN		HISPANIC		AMERICAN INDIAN / ALASKAN NATIVE		ASIAN / PACIFIC ISLANDER		OTHER		UNKNOWN		TOTAL NUMBER
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	
OFFICER CANDIDATE SCHOOL (Applied)	M															
	F															
OFFICER CANDIDATE SCHOOL (Accepted)	M															
	F															
WARRANT OFFICER SCHOOL (Applied)	M															
	F															
WARRANT OFFICER SCHOOL (Accepted)	M															
	F															
<b>TOTAL (Applied)</b>	M															
	F															
<b>TOTAL (Accepted)</b>	M															
	F															

APPENDIX C

INSTRUCTIONS FOR  
QUARTERLY FORMAL EQUAL OPPORTUNITY COMPLAINTS

1. The quarterly EO complaint report will be submitted by all MEDCOM Regional Medical Commands (RMCs) and installations via the EO database. The report shall cover only formal complaints initiated for the reported quarter.

NOTE: Sexual harassment complaints are counted separately from gender discrimination complaints.

2. Negative reports will be submitted in writing by memorandum. No telephonic complaint reports will be accepted. Negative reports must be submitted in memorandum format.

3. Signature on reports must be by the commander or the commander's signature authority. EO advisors and EORs without such authority will not sign formal complaint reports.

4. Formal complaint reports must be submitted via the EO database by the 10th working day following the quarter. Hard copies will be sent NLT the 15th day following the quarter to Commander, U.S. Army Medical Command,  
ATTN: MCCG-EO, 2050 Worth Road, Fort Sam Houston, TX 78234-6024.

## APPENDIX D

SAMPLE FORMAT FOR THE QUARTERLY NARRATIVE AND STATISTICAL REPORT  
OF AFFIRMATIVE ACTION PROGRESS

(In memorandum format):

OFFICE SYMBOL (\_\_\_\_\_)

MEMORANDUM FOR Commander, U.S. Army Medical Command, ATTN: MCPE-EO,  
2050 Worth Road, Fort Sam Houston, TX 78234-6000

SUBJECT: Quarterly Narrative and Statistical Report for FY \_\_\_\_\_

The quarterly command narrative of EO Programs should address all required areas. Areas requiring additional data should be identified in the report. All areas should be evaluated for a comprehensive depiction of the command's EO program.

Narratives should provide accurate data demonstrating a complete portrait of the EO program.

## I. PRESENTATION OF THE COMMAND

- A. Introduction (Include period covered)
- B. Equal Opportunity Program Organization  
Servicing Agreements
- C. Communication
- D. Command Assessments of EO Program(s)  
Assessments

11. NARRATIVE AND STATISTICAL ANALYSIS  
(Print out from EO database)

Complaint information  
Command Profile  
Population report.  
Major Subordinate Command data  
EOA/and or EOR listing  
Quarterly EO report  
Unit Assessment

111. MED3 EO REPORT  
Officer Commissioning Program  
Military Justice  
Enlisted Promotions  
Awards

## IV. COMMAND SUMMARY

- A. Recommended actions for elimination/prevention of recurrence of discriminatory practices
- B. Recommendations for improving work relationships between managers/supervisors and subordinates
- C. Topics for Executive Seminars for key personnel

V. STATUS OF COMMAND EQUAL OPPORTUNITY PROGRAM

- A. EO goals versus accomplishments
- B. EO goals not achieved; planned actions
- C. EO initiatives for new fiscal year

## GLOSSARY

<b>AAM</b>	Army Achievement Medal
AAP	Affirmative Action Plan
AAPAB	Affirmative Action Plan Advisory Board
ACSPER	Assistant Chief of Staff for Personnel
AMEDDC&S	U.S. Army Medical Department Center and School
ANCOC	Advanced Noncommissioned Officer Course
AR	Army Regulation
ARCOM	Army Commendation Medal
BNCOC	Basic Noncommissioned Officer Course
CDR	Commander
CHPPM	U.S. Army Center for Health Promotion and Preventive Medicine
C02	Consideration of Others
CSM	Command Sergeant Major
DA	Department of the Army
DCPC	Direct Combat Probability Coding
DENCOM	U.S. Army Dental Command
DEOMI	Defense Equal Opportunity Management Institute
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
EEO	Equal Employment Opportunity
EO	Equal Opportunity
EOA	Equal Opportunity Advisor
EOR	Equal Opportunity Representative
EORC	Equal Opportunity Representative Course
FY	Fiscal Year
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HRO	Housing Referral Office
IAW	In Accordance With
IGAR	Inspector General Assistance Request
ISSA	Interservice Support Agreement
MACOM	major Army command
MEDCOM	U.S. Army Medical Command
MEDDAC	U.S. Army Medical Department Activity
MEO	Military Equal Opportunity
MEOR	Military Equal Opportunity Representative
MSC	Major Subordinate Command
MSM	Meritorious Service Medal
OLM	Oak Leaf Medal
PLDC	Primary Leadership Development Course
POSH	Prevention of Sexual Harassment
P V	Private
QNSR	Quarterly Narrative and Statistical Report
RDC	Regional Dental Command
REDCAT	Racial and Ethnic Designation Category
RVC	Regional Veterinary Command
SGM	Sergeant Major
SIR	Serious Incident Report
SJA	Staff Judge Advocate
SSG	Staff Sergeant
TQM	Total Quality Management
TRADOC	U.S. Army Training and Doctrine Command
TSP	Training Support Package
USMAPS	U.S. Military Academy Preparatory School
VETCOM	U.S. Army Veterinary Command
WOBC	Warrant Officer Basic Course

The proponent of this publication is the Office of the Equal Opportunity Advisors. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Medical Command, ATTN: MCCG-EO, 2050 Worth Road, Fort Sam Houston, TX 78234-6020.

FOR THE COMMANDER:



PATRICK D. SCULLEY  
Major General  
Chief of Staff

BARCLAY P. BUTLER  
Lieutenant Colonel (P), MS  
Assistant Chief of Staff for  
Information Management

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