

USAR Regulation 600-1

Personnel – General

Equal Opportunity Action Plan

**Department of the Army
Office of the Chief, Army Reserve
Washington, DC 20310-2400
1 October 2010**

SUMMARY OF CHANGE

USAR REG 600-1
Equal Opportunity Action Plan

This major revision, dated 1 October 2010 --

- o Is a complete revision. The title has been changed from "U.S. Army Reserve Command Affirmative Action Plan.
- o It prescribes use of USAR Form 158-R, Equal Opportunity Action Plan Goal.

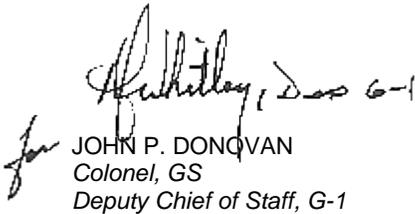
Department of the Army
Office of the Chief, Army Reserve
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1 October 2010

Personnel-General Equal Opportunity Action Plan

For the Commander:

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Applicability. This regulation applies to Headquarters, USARC and all major subordinate commands (MSCs) under the command and control of the USARC. During mobilization, the proponent may modify chapters and policies contained in this regulation.

Proponent and exception authority. The proponent of this regulation is the USARC Equal Opportunity (EO) Office. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief under their supervision within the proponent agency in the rank of colonel or the civilian equivalent.

Army management control process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation is prohibited without prior approval from the USARC EO Office (ARRC-EO), 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the USARC EO Office (ARRC-EO), US Army Reserve Command, 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

Distribution: This publication is available in electronic media on the USARC Intranet website at <https://usarcintra/> and on the Army Reserve Component portion of the Army Knowledge (AKO) website (<http://www.us.army.mil/>). This regulation is intended for command level B. Local reproduction is authorized.

History. This publication is a major revision. It was originally published 1 July 1995 as USARC Regulation 600-1, U.S. Army Reserve Command Affirmative Action Plan.

Summary. This regulation outlines the US Army Reserve Command (USARC) Equal Opportunity Action Plan (EOAP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) Equal Opportunity Program. The USARC EOAP is a management document; it fulfills a specific Department of Defense (DOD) requirement that military departments develop and publish a comprehensive EOAP. An EOAP is required for all Army organizations, commands, and agencies, to include brigade (or equivalent) level.

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* This publication supersedes USARC Regulation 600-1, dated 1 July 1995.

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Chapter 1

General

1-1. Purpose

This Equal Opportunity Action Plan (EOAP) sets forth the goals and objectives of the Commanding General (CG), US Army Reserve Command (USARC) and staff agencies, which constitute equal opportunity (EO) actions in support of the Department of the Army (DA) EO Program.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Objectives

- a.* Foster a command climate that provides the opportunity for growth and effective utilization of individual capabilities.
- b.* Reinforce EO as an obligation of leadership and a function of command to ensure fairness, justice, and equity for all Soldiers, regardless of race, color, gender, religion, national origin, disability or age.
- c.* Correct structural imbalances, eliminate personal and institutional discrimination, and ensure opportunities for upward mobility for all qualified Soldiers.
- d.* For commanders and heads of staff agencies to infuse positive EO actions into the traditional EO management system policies and training.
- e.* Provide a viable mechanism for reporting offices and organizations within the USARC to assess EO programs through objective goals, milestones, and measurements based on the following functional areas:
 - (1) EO policy and procedures.
 - (2) EO climate assessment and communication.
 - (3) EO indicators.
 - (4) Human relations training and education.

1-5. Scope

The provisions of this plan cover all USARC military personnel (Active and Reserve Component) and their family members. The USARC EOAP is a management document; it fulfills a specific DOD requirement that military departments develop and publish a comprehensive EOAP. It implements requirements outlined in DOD Directive 1350.2, DOD Instruction 1350.3, and AR 600-20.

1-6. Responsibilities

- a.* The USARC Commander has overall responsibility for the implementation of a viable EO Program.
- b.* USARC, Deputy Commanding General will—
 - (1) Chair the EOAP Panel.
 - (2) Provide CG, USARC with a formal assessment of EOAP goal attainment.
 - (3) Maintain a general staff responsibility for the development, publication, review, and management of the USARC EOAP.
 - (4) Assist proponents and special staff with initiatives within functional areas.
 - (5) Ensure submission of the USARC EOAP to Headquarters, Department of the Army (HQDA), DCS, G-1 (DAPE-HR-HRH), 300 Army Pentagon, Washington, DC 20310-0300.
- c.* General and special staff agencies with EO action responsibilities will—
 - (1) Serve as proponents for specific actions directed in figures D-1 through D-18.
 - (2) Serve as a member of the EOAP Panel.
 - (3) Have staff responsibility for EO matters falling within their functional areas.
 - (4) Develop goals and reporting procedures for EO actions described in appendix D.
 - (5) Manage functional areas of responsibility to identify those areas where discrimination exists. Upon identification of discrimination, take appropriate actions to remedy the situation where possible, in accordance with (IAW) Army Regulation (AR) 600-20, paragraph D-4.
 - (6) Collect quarterly statistical data in functional areas and input it into the Equal Opportunity Reporting System.
 - (7) Provide an annual roll-up of all statistical data to the Equal Opportunity Office IAW AR 600-20.
 - (8) Prepare quarterly graphic and/or statistical analysis IAW AR 600-20, paragraph 6-17 and USAR Reg 600-1, paragraph 1-9 to determine if—
 - (a)* The EOAP goal is still relevant or requires revision.
 - (b)* There is a requirement for change in policy or procedure.

- d.* USARC, EO Office will—
- (1) Coordinate the revision and update of the EOAP as required.
 - (2) Analyze goal assessment and recommend revisions where appropriate.
 - (3) Ensure annual review of the EOAP is conducted and updated, as necessary.
 - (4) Include EO action progress in the Quarterly Narrative and Statistical Report submitted to HQDA.
 - (5) Send a copy of the new or revised EOAP to Headquarters, Department of the Army (HQDA), DCS, G-1 (DAPE-HR-HRH), 300 Army Pentagon, Washington, DC 20310-0300.

- e.* MSC commanders will—
- (1) Comply with policies and guidance contained in this regulation and will ensure compliance by their subordinate activities.
 - (2) Ensure an EOAP exists for each command, separate unit, agency, and activity, brigade or equivalent level and higher. Headquarters, USARC is the waiver authority for this requirement. Requests for waiver must be signed by the unit/activity commander and submitted to HQ, USARC EO Office (ARRC-EO), 1401 Deshler Street SW, Fort McPherson, GA.
 - (3) Ensure development of plans to support and achieve designated goals. These goals must include, but are not limited to, DA goals listed in DA Pam 600-26, chapter 2, paragraph 2-13. Commanders at brigade or equivalent level and higher must develop goals to support their specific needs/problem areas.
 - (4) Ensure the EOAP includes strategies for executing the DA goal numbers 1-4 (see figs D-1 through D-4).
 - (5) Ensure the EOAP includes strategies for executing USARC EOAP goal numbers 6 and 11-15 (see figs D-6 and D-11 through D-15).
 - (6) Ensure annual review of the EOAP is conducted and updated as necessary.
 - (7) Annually submit a copy of new or revised EOAP to HQ, USARC EO Office (ARRC-EO), 1401 Deshler Street SW, Fort McPherson, GA.
 - (8) Use USAR Form 158-R (Equal Opportunity Action Plan Goal) to submit EOAP goals.

1-7. Policy

a. USARC policy is to provide equal opportunity, fair treatment, and an environment free of sexual harassment and unlawful discrimination for all Soldiers and their Families without regard to race, color, gender, religion, national origin, disability, or age.

- b.* In support of this policy, the USARC will institute actions to—
- (1) Improve guidance on EO policies and programs.
 - (2) Establish objectives and goals to measure USARC progress.
 - (3) Create a positive atmosphere of racial harmony.

1-8. Race and Ethnic Designation Categories (REDCATs)

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, refer to the guide at appendix C. Use these combined standard categories to display data on race and ethnicity within the Army.

1-9. Reporting requirements

a. Quarterly Narrative and Statistical Report (RCS CSGPA-1471(R1)).

(1) To reduce duplication in counting complaints processed by EO and Inspector General (IG) Offices, implement the following steps:

(a) The MSC EO and IG Offices will prepare separate lists of EO complaints processed during each quarter. At the end of each quarter, EOAs will provide their list with the name, social security number (SSN), and the nature of the allegation to a representative of the IG Office.

(b) The IG representative will compare the IG and EO lists of EO complaints to determine whether duplication exists. The IG will identify duplicate cases based on the complainant's name, SSN, and the nature of the allegation.

(c) The IG will amend their list and prepare complainant data based on the demographic characteristics required in the EOAP. The IG will provide complainant demographic data to the EO Advisor.

(2) The MSCs will submit a Quarterly Narrative and Statistical Report on EO progress to HQ USARC, ATTN: ARRC-EO, NLT 15 calendar days following the end of each quarter, utilizing the automated EO Reporting System IAW AR 600-20, chapter 6, paragraph 6-17. (See app D; figs D-1, D-4, D-6, and figs D-11 through D-15.)

(3) The USARC staff agencies listed in paragraph 1-10 are members of the EOAP Panel. As such, each is responsible for coordinating the analysis of data contained in their portion of the EOAP with the EO Office.

(a) The USARC EO Office will collect the data from subordinate commands and analyze it in all EO action areas except Inspector General, Religious Activities, and Public Affairs. These agencies/EOAP panel members will continue to

collect and analyze their data, and provide a report. The report will include a statistical review using the representation index (RI) in paragraph 2-4, and a written assessment of the goals met/not met and why for each EO action category.

(b) For staff agencies not listed in paragraph 1-10, the data will be presented to the appropriate staff agency/EOAP panel member for coordination prior to submission to the command for review. It is the responsibility of the staff agency/EOAP panel member to acquire any additional information/data needed to address their concerns of the analysis/review.

(c) The EO progress reports from staff agencies will be submitted directly to HQ, USARC, ATTN: ARRC-EO, NLT 20 October annually (RCS exempt per AR 335-15, para 5-2b and 5-3d(2)). (See figs in app D).

1-10. Equal Opportunity Action Plan Panel (EOAPP)

a. The HQ USARC EOAPP should be conducted annually and chaired by the Deputy Commander or designated representative.

b. The recommended EOAPP composition should consist of the following staff agencies or equivalent: DCS, G-1; DCS G-3/5/7; Staff Judge Advocate; Public Affairs; EO Program Managers; EO Advisors; EO Specialists; Retention; Chaplain; and Army Reserve Command Sergeant Major. Inspector General and Equal Employment Officer will serve as adhoc panel members.

c. The panel will—

- (1) Update the USARC Commander on attainment of EOAP goals and objectives met/not met and why.
- (2) Recommend changes as needed.
- (3) Develop, establish, and implement goals that are realistic, reasonable, obtainable, and measurable.

Chapter 2

Goal Development, Revision, Review and Analysis, and Measurement

2-1. Goal development

a. **Criteria.** The EO action proponent will develop goals to support all aspects of the HQDA EO Program. Requirements for EO actions may arise from a need to manage, assess, and report on the status of minority and female Soldiers. EO action proponents should ensure that goals are developed from the best available data and in a logical and consistent manner. However, do not limit goals to statistical analysis. Any EO-related area may become a goal (for example, training).

b. **Goal development process.** The success of this effort will depend on the extent to which proponents for specific EO actions actually develop (not merely review) the EO actions for which they are responsible. Each level in the chain-of-command must participate in goal development. Heads of major staff agencies and commanders must interact face-to-face with their subordinates to ensure that all participants have an understanding of the goal. Accountability or ownership of EO action goals must rest with the commander or staff agency head with the resources and authority to influence goal outcome.

2-2. Goal revision

Commanders should base goal design on sound reasoning, consideration of pertinent variables, realistic constraints, and prospects of achievement. Goal revision will occur routinely following the annual assessment. Discard achieved goals that are no longer relevant. Goals sometimes become obsolete, are overcome by events, or simply not achievable. EO action proponents will review each goal and decide to maintain, revise, or delete the goal. Proponents may forward recommendations for goal revision to the Commander, USARC, ATTN: ARRC-EO, at anytime.

2-3. Review and analysis

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

b. EO action proponents will present their goals at the EOAP Panel. Review will include goal status and statistical analysis where appropriate. Recommendations for change (additions, deletions) will be included.

c. EO action proponents will provide a written annual review of goals to HQ, USARC, ATTN: ARRC-EO, NLT 20 October each year (see fig D-5).

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

- (1) **Training.** Training is the cornerstone of all Army activities. An assessment of training would include a review of EO unit training, Equal Opportunity Leaders Course (EOLC), and leader training.
- (2) **Complaints.** The EOA must complete a structured evaluation of the results of complaints, the course of action taken on each complaint, and the answer to why a complaint arose periodically.

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

(4) Personnel actions. Periodically review these actions, both positive (such as local promotions, awards, and schooling) and adverse (such as judicial, nonjudicial, and separations), by REDCAT and gender. Analysis of aggregate figures in large units (brigade and above) can hide areas of interest. On the other hand, when reviewing data of small units or detachments, use of percentage figures is cautioned.

(5) Ethnic observances. Observances are considered an important aspect of the overall program. Therefore, formally review the status of this portion of the program to ensure that all ethnic observances are professionally planned and executed.

2-4. Measurement

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

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

(a) Identify trends.

(b) Highlight differences or discrepancies.

(2) Present non-quantifiable goals in narrative.

(3) Data collection provides decision makers with a management tool necessary for assessment of their EO action management efforts. It can also highlight progress and identify problem areas. This information must not be viewed in a vacuum. Attitude, perception, experience, and management judgment are also important and must be considered by the commanders and managers in assessing EO progress and identifying problem areas.

b. Measurement technique.

(1) Representation Index (RI). [*The concept and use of the representation index are based on the Army Research Institute Study conducted under contract by Dr. Peter G. Nordlie, Human Sciences Research, Inc.*]

(a) RIs (also referred to as discrimination indexes) can be used to identify and provide valuable insights of institutional practices which are operating to the disadvantage of minorities or women. The RI does not determine causes nor does it imply any intent to discriminate; rather, the RI measures the effects of what has occurred. Its value lies in that it may be used to isolate particular areas that require closer examination.

(b) Calculation. RIs are derived from a comparison of the actual number and the expected number of minorities in a particular situation; e.g., those being selected, promoted, assigned, etc. The following formula is used to develop the RI:

$$\text{RI} = \frac{\text{Actual Number}}{\text{Expected Number}} \times 100 - 100 = \text{Percent (\%)} \\ \text{over or under} \\ \text{Representation}$$

(c) By this formula, a zero results when actual number and the expected number are the same. The expected number is that number of people who would occur in a particular situation if the people in that situation were selected randomly from the eligible population. A zero means that there is no difference between comparison groups in the dimension being considered. If the actual number of a group is greater than the expected number, the result is a positive percentage, which means that the group is over-represented in that dimension by the percentage indicated. If the actual number is less than the expected number, the result is a negative percentage, which means that the group is under-represented by the percentage indicated. Over-representation and under-representation are both only indicators that people are treated differently. Do not use the RI as a means to project goals.

(d) Example of an RI. The result of a hypothetical selection board illustrates how the RI is used. The RI can be computed by following the procedural outlines below:

- Total number eligible (considered) = 1000.
- Number of "group 1" who are eligible (considered) = 160.
- Expected percentage = (160 divided by 1000) = 16 percent.
- Total number selected = 500.
Expected number = (.16 times 500) = 80.
- Actual number of "group 1" selected = 60.
- Enter these figures into the formula:
RI = (60 divided by 80 times 100) minus 100 = negative 25 percent.
- The resultant percentage means that "group 1" is under-represented in this selection board by 25 percent. The percentage does not say anything about what caused the difference. The long-term goals are to arrive at the point where the RIs approach zero. But, through chance alone, the RI will usually fall on either side of the baseline.

(2) Subjective assessment. Subjective assessment includes, but is not limited to: interpretation of serious incident reports, Inspector General reports, volume and nature of congressional complaints, staff visits, perception surveys/Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS), unit assessments conducted by EOAs, and feedback received during equal opportunity training sessions.

2-5. Equal Opportunity Action Plan Goal format

a. Use USAR Form 158-R (Equal Opportunity Action Plan Goal) to document EOAP goals. An explanation of the format elements of the EOAP goals are as follows:

- (1) Subject: General area or title.
- (2) Number: Goals are numbered sequentially as they are developed.
- (3) Goal(s): Statement of intent on the part of the commander, which represents a desired end to attain.
- (4) Basis for Goal(s): The source that established the requirement for the goal – HQDA, USARC, local intent, or other guidance.
- (5) Positive Actions: Specific actions, steps or initiatives by activities to ensure EO for all Soldiers and their Families.
- (6) Milestones:
 - (a) Arrange milestones in a timetable format to facilitate management effort. They are not ceilings, nor base figures to reach at the expense of requisite qualifications. In EO efforts, milestones are not quotas.
 - (b) Ensure milestones are 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 EOAP.
 - (c) Milestone development responsibilities and positive action goal accountability rests with the proponent.
- (7) Proponent: The proponent block must reflect specific agency designated for each EOAP goal. The command or staff agency must have the resources and authority to control or influence the outcome of the goal.

Appendix A References

Section I Required Publications

AR 165-1

Army Chaplain Corps Activities. (Cited in fig D-10.)

AR 600-8-19

Enlisted Promotions and Reductions. (Cited in fig D-10.)

AR 600-20

Army Command Policy. (Cited in paras 1-5, 1-6c(5), 1-6c(7), 1-6c(8), 1-9a(2), and 1-9b(1).)

DA Pam 600-26

The Department of the Army Affirmative Action Plan. (Cited in paras 1-5 and 1-6e(3).)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication.

DOD Directive 1350.2

Department of Defense Military Equal Opportunity Program. (Available at <http://www.dtic.mil/whs/directives/corres/pdf/135003p.pdf> .)

DOD Instruction 1350.3

Affirmative Action Planning and Assessment Process. (Available at <http://www.dtic.mil/whs/directives/corres/pdf/135003p.pdf> .)

Section III Prescribed Forms

The following form is available on the USAR Intranet website at <https://usarcintra/> and the Army Reserve Component portion of the Army Knowledge Online (AKO) website (<http://www.us.army.mil/>).

USAR Form 158-R

Equal Opportunity Action Plan Goal. (Prescribed in paras 1-6e(8) and 2-5a.)

Section IV Referenced Forms

DA Form 2028

Recommended Changes to Publications and Blank Forms

Appendix B Racial and Ethnic Designations

The race/population group and ethnic group designations shown in tables B-1 and B-2 have been standardized throughout the Department of Defense. Reporting activities can obtain this information using the Regional Level Application Software (RLAS), Individual Training and Readiness System (ITRS), or other automated data bases.

Table B-1. Racial/population group designations		
RACE/POPULATION GROUP	DEFINITION	REPORTING CODE
Red (American Indian)	A Soldier having origins in any of the original peoples of North America.	R
Yellow Asian	A Soldier having (Mongoloid) origins in any of the original peoples of Asia, including China, Japan, and Korea.	M
Black (Negroid)	A Soldier having (African) origins in any of the Black racial groups of Africa, or other areas.	N
White (Caucasoid)	A Soldier having origins in any of the original peoples of Europe, North Africa, or Middle East.	C
Other	A member of a race not included above.	X
Unknown	Soldiers who do not know their race.	Z

Table B-2. Ethnic group designations		
ETHNIC GROUP	DEFINITION	REPORTING CODE
Mexican	Soldiers of Mexican origin, their descendants, and Chicanos.	6
Puerto Rican	Soldiers of Puerto Rican descent.	4
Cuban	Soldiers of Cuban descent.	9
Latin American	Soldiers from Central and South America and their descendants with Spanish heritage.	S
Other Hispanic	Soldiers of Spanish descent extraction not delineated as Mexican, Puerto Rican, Cuban, or Latin American.	1
Aleut	Soldiers of Aleutian descent.	8
Eskimo	Does not include Aleutians.	7
US/Canadian	Soldiers belonging to US or Canadian Indian tribes (other than Aleut or Eskimo).	2
Chinese	Soldiers of Chinese descent.	G
Japanese	Soldiers of Japanese descent.	J
Korean	Soldiers of Korean descent.	K
Indian	Soldiers from India or of Indian descent.	D
Filipino	Soldiers of Filipino descent.	5
Vietnamese	Soldiers of Vietnamese descent.	V
Other Asian Descent	Soldiers of Asian descent not delineated separately as Chinese, Japanese, Korean, Indian, Filipino, or Vietnamese.	3
Melanesian	Soldiers of Melanesian descent.	E
Micronesian	Soldiers of Micronesian descent.	W
Polynesian	Soldiers of Polynesian descent.	L
Other Pacific	Soldiers of Pacific Island descent, not delineated separately as Melanesian, Micronesian, or Polynesian.	Q
Other	A member of an ethnic group not included above.	X

Unknown	Soldiers who do not know their ethnic heritage.	Z
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Appendix C Race and Ethnic Designation Categories (REDCATs) Guide

To avoid double counting of racial and ethnic group statistics, the following guide (table C-1) is provided. These combined standard categories will be used to display data on race and ethnicity.

Table C-1. Racial/ethnic designation categories		
WHEN RACE CODE EQUALS	and ETHNIC CODE EQUALS	REPORT AS
R	8, 7, or 2	American Indian/Alaskan Native
M, C, N, X, or Z	G, J, K, 5, D, V, 3, E, W, L, or Q	Asian/Pacific Islander
N	X or Z	Black, not of Hispanic origin
C	X or Z	White, not of Hispanic origin
C, N, X, or Z	6, 4, 9, S, or I	Hispanic
X or Z	X or Z	Other/Unknown.

Appendix D USARC Equal Opportunity Action Plan Goals

D-1. Development

Guidance found in DA Pam 600-26, chapter 2, paragraph 2-13, is the basis for the development of USARC goals.

D-2. Specific goals

a. Each goal has a different reporting requirement and each EO action proponent is responsible for reviewing and editing goals. (See milestones in figures D-1 through D-18 for the frequency).

b. The DA goals are as follows: Command Profile / Force Composition (fig D-1), Officer Commissioning Program (fig D-2), Military Justice (fig D-3), and EO Program Staffing (fig D-4).

c. USARC goals are as follows: Command Policy Guidance (fig D-5), Complaint Processing (fig D-6), Awards Program (fig D-7), Retention (fig D-8), Minority and Female Officer Assignments (fig D-9), Promotions (fig D-10), Equal Opportunity Unit Training (fig D-11), Equal Opportunity Leader Training (fig D-12), Equal Opportunity Advisor Training (fig D-13), Training and Assignment Opportunities (fig D-14), USARC Equal Opportunity Inspection (fig D-15), Inspector General (fig D-16), Religious Activities (fig D-17), and Public Affairs (fig D-18).

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: COMMAND PROFILE / FORCE COMPOSITION

NUMBER: 1

GOAL(S): Provide Demographics of the Command. Determine and monitor force composition of the USARC by REDCAT, gender, and grade. Identify trends and patterns that create avenues for discrimination or may fuel perceptions of unfairness.

BASIS FOR GOAL(S): DA PAM 600-26, Chapter 2, Para 2-13a
(RCS CSGPA-1471(R1))

POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Monitor and report the composition of the command by REDCAT, gender and grade for all officers, warrant officers, and enlisted Soldiers. 2. Provide minority/majority demographic data to the USARC EO Directorate and those staff agencies with EOAP responsibilities. 3. Monitor and report the Command Profile by REDCAT, gender and position. Provide demographic data on the following positions: Commanders (all levels), executive officers, operations officers, command sergeants majors, first sergeants, drill sergeants, instructors, aide-de-camps, and SGS. 4. Identify trends and patterns that may suggest over-representation or under-representation. Make recommendations for actions to overcome disparities. 	<ol style="list-style-type: none"> 1. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct. 2. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct. 3. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct. 4. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct.

PROPONENT: USARC EO/G-1 and MSC CDRs

Figure D-1. Command Profile / Force Composition

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: OFFICER COMMISSIONING PROGRAMS – OFFICER CANDIDATE SCHOOL (OCS), US MILITARY ACADEMY PREPARATORY SCHOOL (USMAPS), AND RESERVE OFFICER TRAINING CORPS (ROTC)

NUMBER: 2

GOAL(S): Ensure all qualified Soldiers are encouraged to apply and are considered for acceptance without regard to race or gender.

BASIS FOR GOAL(S): DA PAM 600-26, Chapter 2, Para 2-13b
(RCS exempt, per AR 335-15, Para 5-2b(4))

POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Review all Soldiers records for civilian education (four-year bachelor's degree). Those Soldiers with degrees can apply for a direct commission or OCS through their retention office. 2. Soldiers currently attending a four-year producing program should be encouraged to consider attending an ROTC program to become an officer in the Army Reserve. 3. Encourage all qualified Soldiers to apply for officer commissioning programs without regard to race and gender. 4. Maintain commissioning results (by REDCAT and gender) and review for disparities. 	<ol style="list-style-type: none"> 1. Ongoing. 2. Ongoing. 3. Ongoing. 4. Ongoing.

PROPONENT: USARC G-1, ARCD and MSC CDRs

Figure D-2. Officer Commissioning Program

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: MILITARY JUSTICE

NUMBER: 3

GOAL(S): Ensure all Soldiers are treated equitably by monitoring the administration of military actions by REDCAT, gender, religion, or national origin.

BASIS FOR GOAL(S): DA PAM 600-26, Chapter 2, Para 2-13c
(RCS exempt, per AR 335-15, Para 5-3d(2))

POSITIVE ACTIONS

MILESTONES

1. Develop and report data by REDCAT and gender on each of the following military justice actions:
 - a. Article 15 (Formal and Summarized).
 - b. Summary courts-martial.
 - c. Bad Conduct Discharge/Special courts-martial.
 - d. General courts-martial.
 - e. Punitive discharges approved by general court-martial convening authority.
2. Using data captured in the Equal Opportunity Reporting System (EORS), analyze trends in the quarterly narrative statistical report.

1. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct.
2. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct.

PROPONENT: USARC Staff Judge Advocate

Figure D-3. Military Justice

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: EO PROGRAM STAFFING

NUMBER: 4

GOAL(S): Maintain 100% fill of all Equal Opportunity Advisor (EOA) positions within the Army Reserve. Ensure all EOA positions are staffed by Defense Equal Opportunity Management Institute (DEOMI) trained individuals.

BASIS FOR GOAL(S): DA PAM 600-26, Chapter 2, Para 2-13d and AR 600-20, Chapter 6 (RCS CSGPA-1471(R1))

POSITIVE ACTIONS	MILESTONES
<p>1. Develop and report the number of EOA authorizations within the command. Include the following for each requirement:</p> <ul style="list-style-type: none"> a. Position (required, authorized or filled). b. Rank (required, authorized or filled). c. MOS (required, authorized, or filled). d. Training received by incumbent (e.g. DEOMI Graduate). <p>2. USARC EO SGM coordinates with U.S. Human Resources Command (HRC) six months prior to DEOMI class start date to fill projected Active Guard Reserve (AGR) vacancies.</p> <p>3. Provides the AGR Soldier name, class date, and a copy of the assignment order from HRC to the MSC, EO Program Manager.</p> <p>4. MSCs will submit an EOA position vacancy announcement to fill projected Troop Program Unit (TPU) vacancies.</p> <p>5. MSCs coordinates with the USARC, EO Directorate for TPU Soldiers ATRRS reservations and class dates for DEOMI.</p> <p>6. MSCs will identify positions by, name, rank, military occupational specialty, and projected loss date.</p> <p>7. MSCs will notify USARC, EO Directorate of any unprogrammed losses.</p>	<p>1. Annually.</p> <p>2. As required IAW DEOMI classes.</p> <p>3. As required.</p> <p>4. As required IAW DEOMI classes.</p> <p>5. As required IAW DEOMI classes.</p> <p>6. Annually.</p> <p>7. As required.</p>

PROPONENT: USARC and MSC EO Advisors

Figure D-4. EO Program Staffing

Equal Opportunity Action Plan Goal <i>[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]</i>	
SUBJECT: COMMAND POLICY GUIDANCE	NUMBER: 5
<p>GOAL(S): The EO Staff will update the USARC Commander on the command EO Climate. Properly manage the Equal Opportunity Action Plan (EOAP).</p> <p>BASIS FOR GOAL(S): AR 600-20 and DA PAM 600-26 (RCS exempt, per AR 335-15, Para 5-3d(2) & (5))</p>	
POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Assess, analyze, and manage the EOAP to ensure realistic, achievable, and measurable EO actions and goals are in place. 2. Commanders at brigade or equivalent level and higher will develop and implement an EO Action Plan. 3. Each commander will provide a copy of their EOAP to the next higher command. 4. Review the EOAP to assess the effectiveness of action steps, initiate new steps where necessary, and sustain goals already achieved. Discard achieved goals that are no longer relevant. 	<ol style="list-style-type: none"> 1. Annually. 2. Annually. 3. Annually. 4. Annually.
PROPONENT: USARC EO and MSC CDRs	

Figure D-5. Command Policy Guidance

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: COMPLAINT PROCESSING

NUMBER: 6

GOAL(S): Analyze discrimination/sexual harassment complaints filed throughout the command by rank, REDCAT, gender, and unit. Ensure that incidents of discrimination or sexual harassment are identified and corrected.

BASIS FOR GOAL(S): AR 600-20
(RCS CSGPA-1471(R1))

POSITIVE ACTIONS

MILESTONES

1. Report discrimination/sexual harassment complaints by rank, REDCAT, gender, and unit. Identify trends and patterns that may suggest overrepresentation or improper compliance with procedures.
2. Commanders will publish policy letters in support of EO:
 - a. Equal Opportunity Policy Letter.
 - b. Sexual Harassment Policy Letter.
 - c. Complaint Procedure Policy Letter.
 - d. Open Door Policy Letter.
3. Monitor and report formal and informal EO complaints to identify trends and patterns regarding the basis for complaints.

1. As required.
2. Within 30 days upon assumption of command.
3. Ongoing.

PROPONENT: USARC EO and MSC CDRs

Figure D-6. Complaint Processing

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: RETENTION

NUMBER: 8

GOAL(S): Ensure all qualified Soldiers are provided equal opportunity for reenlistment. Identify factors affecting over/under-representation, provide an appropriate recommendation, and ensure reenlistment efforts and bars to reenlistment are without regard to race and gender.

BASIS FOR GOAL(S): DODI 1350.3 and DA Pam 600-26
(RCS exempt, per AR 335-15, Para 5-3d(2))

POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Review reenlistment data for disparities between reenlistment categories (first term/careerist) by REDCAT and gender. Make recommendations for actions to overcome disparities. 2. Encourage MSC commanders to educate Soldiers on the requirements to participate and perform satisfactorily and maintain standards (APFT, height and weight) so they remain eligible to reenlist. 3. Ensure MSCs track reenlistment aggressively for under-represented groups. 4. Maintain the number of reenlistment and eligibility for reenlistment by race and gender in the following categories: first/mid-term, and career. 5. Develop, analyze, and maintain statistics on the number of bars/waivers to reenlistment by REDCAT, gender, and grade. Develop trends to identify cause and recommend corrective actions as appropriate. 	<ol style="list-style-type: none"> 1. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct. 2. Ongoing. 3. Ongoing. 4. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct. 5. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct.

PROPONENT: Army Reserve Careers Division

Figure D-8. Retention

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: MINORITY AND FEMALE OFFICER ASSIGNMENTS

NUMBER: 9

GOAL(S): To ensure assignments in key positions are distributed equitably among minority and female officers

BASIS FOR GOAL(S): AR 614-200 and USARC EOAP
(RCS exempt, per AR 335-15, Para 5-3d(2))

POSITIVE ACTIONS

MILESTONES

Collect and analyze data on minority and female officers occupying "key" positions (Commanders (all levels), Executive Officers, and Operations Officers) by REDCAT and gender.

Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct

PROPONENT: USARC EO

Figure D-9. Minority and Female Officer Assignments

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: PROMOTIONS

NUMBER: 10

GOAL(S): Ensure promotions are made equitably without regard to race, color, religion, gender, or national origin.

BASIS FOR GOAL(S): AR 600-8-19, AR 600-20 and USARC EOAP
(RCS exempt, per AR 335-15, para 5-3d(2))

POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Analyze and report promotion statistics by REDCAT and gender, and make recommendations if inequities appear to exist in promotions. 2. Commanders will develop, maintain, and monitor local board statistics on enlisted personnel by race and gender. 3. Maintain results of promotion selections and review for disparities. 4. Ensure board membership provides fair representation by REDCAT and gender. 5. Develop a feedback system to ensure minorities and females are being appointed as voting members of promotion boards. 6. Ensure brigades/battalions conduct local junior selection boards IAW AR 600-8-19. 	<ol style="list-style-type: none"> 1. Semi-annually. 2. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct. 3. Ongoing. 4. Annually. 5. As required. 6. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct.

PROPONENT: USARC G-1

Figure D-10. Promotions



Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: EQUAL OPPORTUNITY UNIT TRAINING

NUMBER: 11

GOAL(S): Implement effective Equal Opportunity (EO) training to include Sexual Harassment (POSH) training in unit/activities, Equal Opportunity Leader Course (EOLC), and Senior Leader Training (SLT).

BASIS FOR GOAL(S): AR 600-20, Chapter 6, Para 6-15
(RCS CSGPA-1471(R1))

POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Monitor to ensure units incorporate and conduct EO/POSH training. 2. Monitor to ensure training is documented on the unit's training schedule and that each unit maintains a roster of attendees by name/rank. In the training documentation, include the subject, who conducted the training, where it was conducted, date, time, and length of the training session. 3. Ensure that a trained EOA is assigned at brigade level and higher. An EOL will be assigned to every battalion and company. 4. Develop and conduct small group, interactive, and discussion-based senior leader training at brigade level and higher. 	<ol style="list-style-type: none"> 1. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct. 2. Semi-annually. 3. Ongoing. 4. Annually.

PROPONENT: USARC EO and MSC CDRs

Figure D-11. Equal Opportunity Unit Training

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: EQUAL OPPORTUNITY LEADER (EOL) TRAINING

NUMBER: 12

GOAL(S): To maintain and enhance the skills, knowledge and abilities of EO Leaders. Ensure equal representation based on command demographics and ensure that each company/battalion sized unit is assigned an EOL.

BASIS FOR GOAL(S): AR 600-20
(RCS CSGPA-1471(R1))

POSITIVE ACTIONS

MILESTONES

1. Ensure the AR EOL training is conducted using the 40-hour Training Support Package developed by the Soldier Support Institute.
2. Battalion and company level commanders will appoint a primary and secondary EOL in the rank of SGT (P) to 1LT in writing.
3. Organize and conduct training with all EOLs to enforce duties and responsibilities and discuss human relations trends across the Army Reserve.

1. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct
2. Periodic Review.
3. Semi-annually.

PROPONENT: USARC EO and MSC CDRs

Figure D-12. Equal Opportunity Leader Training

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: ANNUAL EQUAL OPPORTUNITY ADVISOR TRAINING

NUMBER: 13

GOAL(S): Conduct an annual face-to-face professional development workshop for all Army Reserve EO Advisors.

BASIS FOR GOAL(S): AR 600-20
(RCS CSGPA-1471(R1))

POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Select training site and date for the Army Reserve Annual EO Professional Development Workshop/Conference. Develop an agenda, select and invite guest speakers, publish and distribute information on training. 2. Conduct small group, interactive training and recognize the AR EO NCO of the Year. 	<ol style="list-style-type: none"> 1. 1st Quarter Annually. 2. 3d Quarter Annually.

PROPONENT: USARC and MSC EO Advisors

Figure D-13. Annual Equal Opportunity Advisor Training

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: TRAINING AND ASSIGNMENT OPPORTUNITIES

NUMBER: 14

GOAL(S): Provide equal opportunity and career assignment opportunities by removing gender-based barriers where possible.

BASIS FOR GOAL(S): AR 600-13, Chapter 2, Para 2-4 and USARC EOAP (RCS CSGPA-1471(R1))

POSITIVE ACTIONS	MILESTONES
<p>1. All requirements/authorizations in the Table of Distribution and Allowance (TDA) will be coded gender neutral (ID Interchangeable).</p> <p>a. Identify positions which appear to be coded to deny assignment of females without justification.</p> <p>b. Change TDA when necessary.</p> <p>c. Monitor and enforce policy.</p> <p>2. Ensure internal assignment processes are inclusive and permit all Soldiers equal opportunity for professionally developing and rewarding assignments.</p> <p>3. Ensure selection for and attendance at training is unbiased, based on merit and needs of the command.</p>	<p>1. As required.</p> <p>1a. As required.</p> <p>1b. As required.</p> <p>1c. Ongoing.</p> <p>2. Ongoing.</p> <p>3. Ongoing.</p>

PROPONENT: USARC G-3/5/7 and G-1

Figure D-14. Training and Assignment Opportunities

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: USARC EQUAL OPPORTUNITY (EO) INSPECTION

NUMBER: 15

GOAL(S): Ensure all levels of command are provided an assessment of their respective EO programs.

BASIS FOR GOAL(S): AR 600-20 and USARC EOAP
(RCS CSGPA-1471(R1))

POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Provide guidance and support to subordinate commands in the execution of their EO programs by evaluating the overall climate of each organization. 2. Plans and conducts SAV/OIP to subordinate installations/units. 3. Provide an official report to the commander upon completion of the EO Inspection. The report should include recommendations to improve the overall human relations climate of the organization. 4. Advise and assist Commanders with EO measures in attaining and maintaining a healthy climate. 	<ol style="list-style-type: none"> 1. Annually. 2. Annually. 3. Annually. 4. Ongoing.

PROPONENT: USARC and MSC EO Advisors

Figure D-15. USARC Equal Opportunity Inspection

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: INSPECTOR GENERAL

NUMBER: 16

GOAL(S): Monitor complaints involving REDCAT to enhance USARC-wide EO profiles. Provide input that will enhance the assessment of the USARC EO Program.

BASIS FOR GOAL(S): AR 20-1 and USARC EOAP
(RCS exempt, per AR 335-15, Para 5-2e(3))

POSITIVE ACTIONS

MILESTONES

Collect data that will permit the development of complaint profiles involving all personnel by REDCAT grade and gender.

1. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct

PROPONENT: USARC Inspector General

Figure D-16. Inspector General

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: RELIGIOUS ACTIVITIES

NUMBER: 17

GOAL(S): Provide religious support in a pluralistic setting by insuring the free exercise of religion for all members of the Army Reserve Family.

BASIS FOR GOAL(S): USARC EOAP
(RCS exempt, per AR 335-15, Para 5-3d(2))

POSITIVE ACTIONS

MILESTONES

1. The USARC Command Chaplain will serve as advisor to the DCS, G-1 on matters pertaining to religious accommodation and will formulate and disseminate education and training programs regarding religious traditions and practices within the U.S. Army Reserve.
2. In providing for religious accommodation within the USAR, the Command Chaplain will follow the guidance outlined in AR 165-1 (Religious Activities) and AR 600-20 (Army Command Policy, Chapter 5). Request for religious accommodation issues generally fall into five major areas:
 - (a) Worship practices.
 - (b) Dietary practices.
 - (c) Medical practices.
 - (d) Wear and appearance of the uniform.
 - (e) Personal grooming.
 Requests for accommodation which are religiously based, but do not fall into one of these areas, will be handled IAW paragraph 5-6h of AR 600-20.
3. AR Chaplains will be available to assist their commands with EO issues as they relate to the moral, morale, and spiritual fitness of AR personnel.

1. Ongoing.
2. Ongoing.
3. Ongoing.

PROPONENT: USARC Chaplain

Figure D-17. Religious Activities

Equal Opportunity Action Plan Goal

[For use of this form see USAR Reg 600-1; the proponent agency is the USAR EO Office.]

SUBJECT: PUBLIC AFFAIRS

NUMBER: 18

GOAL(S): Assist and advise commanders on publicizing their command equal opportunity action policies and activities. Publicize information of interest to the public and all USARC personnel, focusing on how Soldiers are working to achieve Army goals. Eliminate sexist language and sex-role stereotyping in USARC-produced materials.

BASIS FOR GOAL(S): USARC EOAP
(RCS exempt, per AR 335-15, Para 5-3d(2))

POSITIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Publicize command policies and activities for internal and external audiences: <ol style="list-style-type: none"> a. Publish and broadcast information of interest to, and about, minorities and female Soldiers. b. Research and report stories in installation and unit newsletters that impact on minorities and female Soldiers. Include EO action as a topic of discussion in public affairs workshops and conferences. c. Inform and invite civilian media agencies to cover positive stories and events within the command. 2. Provide report to USARC EO Office upon receipt of significant incidents related to EO in the Army Reserve. 3. Implement the use of nonsexist language in all USARC information media, institutional materials, and periodicals. 4. Develop, review, or modify policies that eliminate sex-role stereotyping in photography, cartoons, and other visual graphic art. 	<ol style="list-style-type: none"> 1. Ongoing. 2. As required. 3. As required. 4. As required.

PROPONENT: USARC Public Affairs Office

Figure D-18. Public Affairs

Glossary

Abbreviations

Section I

Abbreviations

AR

Army Regulation

CG

commanding general

DCS

Deputy Chief of Staff

DEOMI

Defense Equal Opportunity Management Institute

DOD

Department of Defense

EO

equal opportunity

EOAP

Equal Opportunity Action Plan

EOAPP

Equal Opportunity Action Plan Panel

EOA

Equal Opportunity Adviser

EOL

Equal Opportunity Leader

EOLC

Equal Opportunity Leader Course

HQ

headquarters

HQDA

Department of the Army

IG

inspector general

ITRS

Individual Training and Readiness System

MSC

major subordinate command

NLT

not later than

OCS

Officer Candidate School

POSH

Prevention of Sexual Harassment

RLAS

Regional Level Application Software

REDCAT

Race and Ethnic Designation Category

RI

Representation Index

SAV

Staff Assistance Visit

UCMJ

Uniform Code of Military Justice

USARC

US Army Reserve Command

USMAPS

United States Military Academy Preparatory School

Section II**Terms****Age**

Prohibits discrimination of Soldiers based on age or perceived age. The action by an individual that would treat Soldiers less favorable than others based on age or puts Soldiers of a certain age at a disadvantage.

Color

Pigmentation, complexion, or skin shade or tone.

Disability

A service-connected mental or physical impairment, whether disease or injury that substantially limits one or more of the major life activities of an individual. The assignment and utilization of disabled Soldiers for continuous active or reserve duty service will be determined by the limits and results of the Army medical boards process during their medical and physical evaluation.

Discrimination

Any action that unlawfully or unjustly results in unequal treatment of persons or groups based on race, color, gender, religion, national origin, disability or age.

Diversity

The different attributes, experiences, and backgrounds of our Soldiers, civilians, and Family members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army.

Harassment/hostile environment/disparaging terms

Terms used to degrade or connote negative statements, conduct (physical behavior), or speech that is "severe or pervasive" enough to create a "hostile or abusive work environment: based on race, color, gender, religion, national origin, disability or age. Such terms may be expressed as verbal statements, printed material, visual material, signs, symbols, posters, or insignia. The use of these terms constitutes unlawful discrimination and is subject to UCMJ action under Article 117 and Article 134.

Equal opportunity actions

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

Equal Opportunity Action Plan

A management document that consist of statements of attainable goals and timetables. It is designed to ensure equal opportunity for all military personnel. Equal Opportunity action plans will govern conditions where EO action is needed and the results sought are clearly expressed.

Equal opportunity

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

Gender discrimination

The action taken by an individual to deprive a person of a right because of their gender. Such discrimination can occur overtly, covertly, intentionally or unintentionally.

Goal

A realistic objective with measurable prospects of attainment.

Institutional discrimination

A difference in the treatment of people in an organization which is correlated with race, color, religion, ethnicity, or gender.

Minority group

Any group distinguished from the general population in terms of race, religion, gender, or national origin.

Milestone

Planning targets that the proponent for an EO action strives to attain.

National origin

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

Objective

The general end to be attained.

Prejudice

A negative feeling or dislike based upon a faulty or inflexible generalization. Prejudging a person or group without knowledge or facts.

Race

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

Racism

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

Religion

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

Reprisal

Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action, or any other act of retaliation, against a military member for making a complaint or disclosing information that he or she reasonably believes evidences a violation of law or regulation.

Retaliation

Actions taken in return for offense by removing, demoting, or harassing individual for filing a claim for discrimination or harassment, participating in a discrimination or harassment proceeding, or opposing a discrimination or harassment action.

Sexism

Attitudes and beliefs that one gender is superior to another.

Unlawful discrimination

Any action that unjustly results in unequal treatment of persons or groups that is not authorized by law or regulation.

Section III**Special Abbreviations and Terms**

This section contains no entries.