

# Illinois Army National Guard

## Affirmative Action Plan



Prepared by the Human Relations/Equal Opportunity Division for the Adjutant General of Illinois



## ILLINOIS ARMY NATIONAL GUARD Affirmative Action Plan

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\*This pamphlet supersedes DMAIL Pamphlet 600-26 dated 1 January 1993

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## AFFIRMATIVE ACTION PLAN

### 1-1. Affirmative Action Plan (AAP).

- a. Purpose. The Illinois Army National Guard Affirmative Action Plan (AAP) is to identify and establish objectives, responsibilities and policies that support the Illinois Army National Guard (IL ARNG) Equal Opportunity Program.
- b. Scope. The AAP is a personnel management document designed to identify and correct inequities caused by, or related to, race, color, gender, religion, or national origin. It provides for positive actions to identify and correct deficiencies. It is intended to provide guidance for Commanders to ensure that each soldier works and trains in an environment that encourages personal and professional growth based on potential and capabilities regardless of race, color, gender, religion or national origin.
- c. AAP Development. AAP's will be developed and prepared by each headquarters down to brigade or equivalent 06 (Colonel) command levels. Plans should be tailored to the needs and situation of the organization concerned and will include assessments of objectives, goals, milestones and timetables. In addition, the AAP will address, at a minimum the following items:
  - (1) Recruiting/Appointments.
  - (2) Demographic composition of the organization.
  - (3) Promotions.
  - (4) Professional Military Education (PME).
  - (5) Separations.
  - (6) Retention.
  - (7) Assignments.
  - (8) Discrimination/Sexual Harassment Complaints.
  - (9) Utilization of skills of individual soldiers.
  - (10) Discipline.
- d. Objectives Versus Goals. The objectives listed in this plan are statements of intent on the part of the Illinois Army National Guard and represents desired goals based on realistic prospects for attainment, subject to revision. They are differentiated from a quota in that attainment is not required.
- e. Annual Assessments of AAP. Annual assessments of the AAP are required. Assessment will be made as of 30 September. The format to be followed is in NGR (AR) 600-21, Annex A. An information copy will be forwarded by EOA's to DMAIL-HR/EO, NLT 1 November each year. DMAIL-HR/EO consolidates the assessments and forwards to NGB NLT 15 December each year an Annual Narrative Statistical Report on Equal Opportunity.

f. Revision and Analysis. The AAP will be effective for a period of five (5) years. At the end of this period, a new AAP will be developed and an information copy sent to DMAIL-HR/EO.

g. Milestones/Goals. Milestones/goals listed are arranged in a timetable format to facilitate management efforts. The commander and/or staff officer who has the resources and authority to control or influence the outcome of specific affirmative actions is/are responsible for goal development and accountability for affirmative actions.

h. AAP Guidance. NGR (AR) 600-21, Equal Opportunity (EO) Program in the Army National Guard, contains further guidance and an example of an AAP. DOD Directive 1350.3 contains further information pertaining to the ten (10) reporting items listed in paragraph 1-1(c).

**1-2. Personnel Evaluations.** Rater, intermediate rater (if applicable), and senior rater must thoroughly evaluate each soldier's effectiveness in the execution of the command EO policy and programs. Counseling periods must be used to inform the rated individual of his/her specific accomplishments or shortcomings in this area. Ratings must reflect the actual performance observed regarding Equal Opportunity program responsibilities. The following should be considered when rating the individual:

- a. Does the individual simply avoid the problem, or does he/she actively participate in command efforts to create an environment of equal opportunity?
- b. Does the individual accept the program as an integral part of the chain of command, or does he/she subscribe to the concept that the chain of command and the EO program are opposing forces?
- c. Does the individual display or tolerate behavior not conducive to a positive EO environment?
- d. Does the individual understand and accept the concept of affirmative action and does he/she take self-initiated actions in support of the Affirmative Action Plan?
- e. Does the individual set valid standards of performance and behavior for all his/her subordinates?

**1-3. Special Instructions.** Proponents of the AAP will continually review and update their program.

## CHAPTER 2

### AFFIRMATIVE ACTION PANELS

**2-1. Affirmative Action Panel.** Provides the commander an up-to-date picture of the command from an equal opportunity perspective, and develops recommendations for decisions to improve or correct the present situation. Equal Opportunity Affirmative Action Panels will be appointed at HQ(-) STARC and at Brigade levels. Minutes of the panel meetings will be reviewed by the commander and copies forwarded to the next higher level Equal Opportunity office. Each panel will meet semi-annually and on call as the chairperson determines the need. Panel objectives include:

- a. Elimination of discrimination through development of positive programs and projects to ensure quality treatment.
- b. Ensure effective implementation of command policy and programs.
- c. Ensure that responsibility of the Affirmative Action Plan is a product of, and shared by, all staff members.

**2-2. Functional Process.**

- a. Each staff office should conduct its equal opportunity function by:
  - (1) Gathering data and information in its functional area.
  - (2) Analyzing the data from an equal opportunity perspective.
  - (3) Assessing data impact upon combat readiness.
  - (4) Briefing the commander semi-annually.
- b. Panel membership. The following staff officers normally comprise the panel. Membership is flexible and should be tailored to the needs of the command.
  - (1) Commander or his/her designated representative.
  - (2) Director of Army Personnel, ACofS, G-1, or Brigade S-1.
  - (3) Director of Plans, Operations and Training, ACofS, G-3 or Brigade S-3.
  - (4) Inspector General.
  - (5) Recruiting and Retention Manager or State Retention NCO.
  - (6) Public Affairs Officer or Command Public Information Representative.
  - (7) State Equal Employment Manager.
  - (8) Equal Opportunity Advisor.

(9) Command Sergeant Major.

(10) Staff Judge Advocate.

(11) Chaplain.

c. Panel Chairperson. The senior officer present will chair the panel and report findings/recommendations to appropriate commander.

d. Responsibilities of Panel Members. Suggested areas of equal opportunity responsibilities are listed below. Actual responsibilities delegated to members should be tailored to the needs of the organization and monitored from an equal opportunity perspective that ascertains how majority and minority soldiers are affected in a particular area.

e. Director of Army Personnel, ACofS, G-1, Brigade S-1, Recruiting and Retention Manager or State Retention NCO monitors:

(1) Awards program.

(2) Officer accessions.

(3) Military occupational specialty imbalances.

(4) Enlisted promotion.

(5) Command profile.

(6) Key positions.

(7) Military separations.

f. Director of Plans, Operations and Training, ACofS, G-3 or Brigade S-3 monitors:

(1) Equal opportunity education.

(2) Equal opportunity training.

g. Inspector General monitors:

(1) Discrimination complaints received as a matter of Inspector General procedures.

(2) Results of the Equal Opportunity portion of Command Readiness Inspections.

h. Recruiting and Retention representative monitors:

(1) Enlistments.

(2) Re-enlistments.

- i. Public Affairs Officer/Representative monitors:
  - (1) Information regarding race and gender within the command.
  - (2) Racial and gender information released through local news media.
- j. Equal Opportunity Advisor monitors:
  - (1) Staff input for panel.
  - (2) Equal opportunity staffing.
- k. Command Sergeant Major reviews:
  - (1) Quality of life for enlisted soldiers.
  - (2) Policies that impact enlisted soldiers.



## CHAPTER 3

### EDUCATION AND TRAINING

**3-1. Purpose.** The objective of equal opportunity education and training is to create a more harmonious atmosphere among all personnel, eliminate negative motivational forces, provide positive motivation of all personnel, develop maximum potential of all available human talents and resources, and promote equal opportunity. Leaders must have this sensitivity and develop the skills for dealing with equal opportunity matters within their authority. The principle for success of equal opportunity training is the same as any other program-command support and participation.

**3-2. Unit Training.**

a. Commanders are responsible for training their units in equal opportunity matters. Unit training will be aimed toward informing unit members of policy and activities concerning equal opportunity and familiarizing unit members with racial, ethnic, cultural, and gender related differences. This will permit such differences to be more readily accepted as positive, rather than negative aspects of American and ARNG life. The importance of open communication being essential to unit effectiveness and mission accomplishment will be stressed to unit members.

b. Commanders will, as a minimum, conduct a climate assessment and unit training needs assessment within 120 days following a change of command and annually thereafter as required by NGR (AR) 600-21. This assessment can be accomplished using the Military Equal Opportunity Climate Survey (MEOCS), DA PAM 600-69 (Unit Climate Profile), Commander's Equal Opportunity Handbook (TC 26-6), or other survey.

c. Unit training on equal opportunity and the prevention of sexual harassment (POSH) will be conducted at least semi-annually. It will be interactive discussion based and will focus on:

(1) Illinois Army National Guard and local command policies on EO, affirmative actions, and sexual harassment.

(2) Objectives of the IL ARNG EO Program.

(3) Objectives of affirmative actions and affirmative action plans.

(4) Behavioral characteristics which develop teamwork and unit cohesion.

(5) Impact of individual and institutional discrimination on mission accomplishment.

(6) Identifying and countering sexual harassment.

(7) Legal and administrative consequences applicable to individuals participating in acts of discrimination and sexual harassment.

(8) Individual responsibilities of both males and females, concerning equal opportunity and prevention of sexual harassment.

(9) The importance of honest and open interpersonal communications in promoting a healthy unit climate.

d. Training will be documented on the unit training schedule specifically as equal opportunity or POSH training.

e. Commanders are personally encouraged to instruct at least one block of instruction each training year. This demonstrates command emphasis and helps keep the commander current. DA PAM 350-20 (Unit Opportunity Training Guide) along with TC 26-6 (Commander's EO Handbook) are valuable resources for training, but these are active Army publications and differ in some procedural areas from the National Guard.

f. Items to consider in developing a local unit equal opportunity training program, and methods of presentation to employ include:

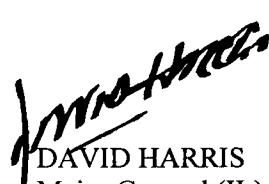
(1) The racial, ethnic, and gender composition of the unit. The demographic make-up and attitudes found in the surrounding community. Indicators of unrest, such as unit morale, absentee rate, complaints, polarization, and disturbances.

(2) Training should center on contemporary issues and be job related so that individuals can readily identify with the subject.

(3) Members of the chain of command, including supervisors, should participate in unit equal opportunity training sessions as instructors, discussion leaders, or as resource persons for answering questions concerning policy and procedure. Commanders and staff members must be involved and use their very best resource in presenting the equal opportunity program.

(4) Additional guidelines for establishing the equal opportunity training program are contained in NGR (AR) 600-21.

The proponent of this pamphlet is the State Human Relations/Equal Opportunity Directorate. Users are invited to send comments and suggested improvements to Department of Military Affairs ,ATTN: DMAIL-HR/EO, 1301 N. MacArthur Boulevard, Springfield, Illinois 62702-2399



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## APPENDIX A

### AFFIRMATIVE ACTION PLAN

This appendix constitutes the Department of Military Affairs of Illinois Affirmative Action Plan. It presents the goals and objectives of the Illinois Army National Guard in support of the Army National Guard, Department of the Army, and the Department of Defense Equal Opportunity Programs. This publication establishes reporting requirements, specific affirmative actions, and responsibilities for personnel management policies to ensure all military members are treated with fairness, justice and equity, without regard to race, color, religion, gender (to include sexual harassment), national origin, or reprisal resulting from use of this regulation.

**A-1. Purpose.** The purpose of the Illinois Army National Guard Affirmative Action Plan (AAP) is to establish objectives, responsibilities, and policies that support the Illinois Army National Guard Equal Opportunity Program. To accomplish any mission, leaders must ensure that their units are properly trained for the tasks to be accomplished. Soldiers must be committed to accomplish the mission through unit cohesion, readiness, and wellness development as a result of a healthy leadership climate established by the command. Leaders at all levels promote individual readiness of their soldiers by developing competence and confidence in their subordinates. In addition to being mentally, physically, and tactically competent, soldiers must have confidence in themselves, their equipment, their peers, and their leaders. A leadership climate in which all soldiers perceive that they are treated with fairness, justice, and equity is crucial to the development of this confidence within soldiers.

**A-2. Scope.** The Illinois Army National Guard AAP is a personnel management document. It fulfills a specific National Guard requirement that each state develop and publish a comprehensive equal opportunity affirmative action plan.

**A-3. Goal.** A goal is based on realistic, achievable and measurable prospects of attainment. A goal is not a ceiling, or a base figure that is to be reached at the expense of requisite qualifications. In affirmative action efforts, a goal is not a quota. Responsibilities for goal development and the accountability of affirmative action goals will rest with the major command level brigade and above.

1 October 2000

**1. SUBJECT: EO POLICY STATEMENTS**

**OBJECTIVE:** To ensure the commander's policy on the EO program and complaint procedures are clearly defined and understood throughout the command.

MILESTONES (MS)	GOAL				
	TY-01	TY-02	TY-03	TY-04	TY-05
1. Publish separate commander's policy statement on equal opportunity and sexual harassment within 60 days following assumption of command.	Required CDR				
2. Develop and publish complaint policies and procedures that ensure the chain of command is the primary problem solving device within 60 days following assumption of command.	Required CDR				
3. Ensure all personnel are aware of complaint and grievance policies by displaying the policies on bulletin boards.	Required CDR				
4. Develop procedures for registering complaints of discrimination.	Required CDR				
5. Display Commander's policy statement on bulletin boards. Statements may be displayed in a stack form separated by tabs, in ascending order, with local commander's statement on top.	Required CDR	Required CDR	Required CDR	Required CDR	

1 October 2000

**2. SUBJECT: AFFIRMATIVE ACTION PLANS (AAP)**

**OBJECTIVE:** To ensure there is a viable management tool establishing policies and guidelines for equal opportunity programs within the Army National Guard.

GOAL		TY-01	TY-02	TY-03	TY-04	TY-05
MILESTONES (MS)		Required By Regulation/ STARC				
1. Develop and implement comprehensive AAP.		Required CDR				
2. Ensure that appropriate action goals are established for each subject area over which the commander's staff officers have influence.		Required CDR				
3. Review/review annually.		Required CDR				
4. Submit AAP changes and revisions to DMAIL-HREO		Required CDR/Unit				
5. Annual assessment of AAP shall reach DMAIL-HREO, NLT 1 November (see NGR (AR) 600-21).		Required CDR/Unit				

## 3. SUBJECT: AFFIRMATIVE ACTION COMMITTEE

**OBJECTIVE:** To create a forum that provides commanders with an up-to-date picture of the command from an equal opportunity perspective and develops recommendations to improve or correct the present situation, as appropriate.

MILESTONES (MS)	GOAL	TY-01	TY-02	TY-03	TY-04	TY-05
1. Establish an Affirmative Action Committee consisting of staff officers having affirmative action responsibilities. Ensure subordinate Brigade commands authorized primary duty EOA staff establish EO councils and meet twice a year.	Required STARC					
2. Coordinate staff input to council briefings on a semi-annual basis.	Required Semi-Annual CMDR					
3. Brief commander on the EO status of the command and its impact on readiness, looking at current staff functional responsibilities from an equal opportunity perspective.	Required EOA/EOR					
4. Take action to eliminate causative factors where evidence of unequal treatment or sexual harassment exists.	Required CDR					

**4. SUBJECT: EQUAL OPPORTUNITY (EO) OFFICES**

**OBJECTIVE:** To establish and maintain equal opportunity offices in all commands down to and including Brigade or equivalent (0-6 command) level.

MILESTONES (MS)	GOAL					TY-05
	TY-01	TY-02	TY-03	TY-04		
Required STARC/BDE	Required STARC/BDE	Required STARC/BDE	Required STARC/BDE	Required STARC/BDE	Required STARC/BDE	TY-05
1. Establish a staffed EO office to permit comprehensive planning and monitoring of EO programs.	Sustain DMAIL-HR/EO					
2. Maintain 100% authorized staffing requirement at units to include HQ, STARC and separate units down to and including Brigade or equivalent (0-6 command) levels.	Sustain DMAIL-HR/EO					
3. Develop and maintain statistical data on the number of authorized and assigned soldiers filling EOA positions at HQ, STARC and subordinate units.	Sustain DMAIL-HR/EO					
4. Develop and maintain statistical data on the number of additional duty Equal Opportunity Representative (EOR's) assigned to units not authorized full-time EOA's	Sustain DMAIL-HR/EO					
5. Ensure soldiers assigned to EOA positions are qualified. (Note: The Skill Qualification Identifier (SQI) or Additional Skill Identifier (ASI) will not be awarded prior to an individual attending formal EO training at the Defense Equal Opportunity Management (DEOM))	Sustain DMAIL-HR/EO					
6. Monitor the number of EOR's assigned and formal EO training received during staff visits. Provide recommendations to overcome deficiencies.	Sustain DMAIL-HR/EO					

**5. SUBJECT: EQUAL OPPORTUNITY ADVISOR (EOA) TRAINING**

**OBJECTIVE:** To establish a program of selection of well qualified and properly motivated soldiers to attend the Defense Equal Opportunity Management Institute (DEOMI) and ensure their proper utilization subsequent to attendance.

MILESTONES (MS)	GOAL	TY-01	TY-02	TY-03	TY-04	TY-05
1. Maintain statistical data on training status of soldiers filling EOA staff positions	Required DMAIL-HR/EO					
2. Approve qualified officer and enlisted applicants for attendance at DEOMI who have met the selection criteria.	Required DMAIL-HR/EO					
3. Monitor and report on the number of EOA's who have/have not been trained.	Required DMAIL-HR/EO					
4. Present a briefing on the number of EOA's trained/untrained at the Commander's Affirmative Action Committee.	Sustain DMAIL-HR/EO					
5. Ensure applicants are volunteers, motivated, and meet the highest professional and moral standards.	Sustain DMAIL-HR/EO					
6. Inform applicants that they are required to serve a minimum of 3 years as an EOA after attending DEOMI	Required DMAIL-HR/EO					
7. Trained EOA in an authorized EOA position must serve 3 years.	Required DMAIL-HR/EO					
8. If possible, ensure complete application (ATTARS or NGB Form 64) for DEOMI arrives at least 60 days in advance to DMAIL-PT	Required DMAIL-HR/EO					

**6. SUBJECT: BOARDS, COUNCILS, AND COMMITTEES**

**OBJECTIVE:** To ensure minorities and women are equally considered for representation on all boards, councils, and committees.

MILESTONES (MS)	GOAL					TY-05
	TY-01	TY-02	TY-03	TY-04		
	Required CDR					
1. Ensure minority and female representation is considered in the appointment of all boards, councils, and committees. This initiative is required even when actions involving minorities and women are not being considered.						
2. Ensure composition of selection boards for enlisted soldiers includes women and minorities.						

**7. SUBJECT: SELECTION FOR KEY POSITION AND COMMAND DISTRIBUTION**

**OBJECTIVE:** To ensure that minorities and women are considered equally in assignments to key positions.

MILESTONES (MS)	GOAL				
	TY-01	TY-02	TY-03	TY-04	TY-05
Required CDR	Required CDR	Required CDR	Required CDR	Required CDR	Required CDR
1. Monitor selections for key positions to ensure minorities and women are equally considered for career development and advancement	Annual EOA				
2.** Collect and report data to the commander during the AAC. Briefing to include the number of Brigade, Battalion, and Company commander positions authorized and filled, by race/ethnic origin and gender.	Annual EOA				
3.** Collect and report data to the commander during the AAC. Briefing on the number of the First Sergeant and Command Sergeant Major positions authorized and filled by race, ethnic origin and gender.	Annual EOA				
4. Provide recommendations to overcome deficiencies to commander.	Required EOA				

\*\* Report data Annual Narrative and Statistical Report to DMAIL-HR/EO, NLT 1 November.

Categories include: Caucasian, African American, Hispanic, Alaskan, Native American/Indian, Asian American/Pacific Islander, Racial Other, and Women.

**8. SUBJECT: CAREER DEVELOPMENT / PROGRESSION**

**OBJECTIVE:** To increase the number of minority and female officers.

MILESTONES (MS)	GOAL					TY-05
	TY-01	TY-02	TY-03	TY-04	TY-05	
1. Identify minority and female officers in the local area and encourage them to join units as vacancies become available.	Required CDR/EOA					
2. Identify minority female ROTC members and encourage them to participate in the Simultaneous Membership Program (SMP)	Required Semi-Annual R&R/EOA					
3. Insure eligible minority and female personnel are considered equally for OCS and WOC programs.	Required CDR/EOA					

**9. SUBJECT: UNIT EO TRAINING**

**OBJECTIVE:** To conduct unit EO training throughout ARNG units semi-annually.

<b>MILESTONES (MS)</b>	<b>GOAL</b>					<b>TY-05</b>
	<b>TY-01</b>	<b>TY-02</b>	<b>TY-03</b>	<b>TY-04</b>		
1. Develop an EO education and training program to meet the needs of the unit.	Required CDR/EOA					
2. Ensure members of the chain of command, to include supervisors, participate in unit training. They will participate as instructors, discussion leaders, or as resource persons on command policies and practices.	Required Semi-Annual CDR/EOA					
3. Complete all unit EO training by the 2nd and 4th quarter of the fiscal year. (Required semi-annually)	Semi-Annual CDR/EOA					

## 10. SUBJECT: RECRUITING AND/OR ACCESSIONS

**OBJECTIVE:** To increase minority and female representation in officer commissioning program and accessions.

MILESTONES (MS)	GOAL					TY-05
	TY-01	TY-02	TY-03	TY-04		
1. Insure eligible minorities and women are considered equally for OCS and WOC programs.	Required CDR/EOA					
2. Identify minority and women ROTC members in local areas and encourage them to participate in the Simultaneous Membership Program (SMP).	Required CDR/EOA					
3. Ensure eligible minorities and women are considered equally for direct commissioning (Legal, Chaplain, and Medical).	Required CDR/EOA					
4.* Strive to ensure the officer and enlisted minority populations are at least in parity with the geographic mix of the area. (State Goal)	Required CDR/EOA					
5.** Strive to ensure the officer and enlisted women populations are at least in parity with the geographic mix of the area. (State Goal)	Required CDR/EOA					

\*\*Unit goals would be based on population figures within recruiting area.

1 October 2000

**11. SUBJECT: COMMAND DISTRIBUTION**

**OBJECTIVE:** To determine and report the composition of the command: i.e., by race (ethnic origin) gender, and grade.

MILESTONES (MS)	GOAL	TY-01	TY-02	TY-03	TY-04	TY-05
1. Collect and maintain statistical data on command profile by race/ethnic origin, gender and by grade. Categories are Caucasian, African American, Hispanic, Alaskan, Native American/Indian, Asian American/Pacific Islander, Racial Other, and Women.	Required EOAs/EOR DMAIL-HR/EO					
2. DMAIL-HR/EO is to annually provide a Narrative and Statistical Report on the command distribution by race, ethnic origin and gender and grade to NGB-HRE NL T 15 December annually.	December 2000 DMAIL-HR/EO	December 2001 DMAIL-HR/EO	December 2002 DMAIL-HR/EO	December 2003 DMAIL-HR/EO	December 2004 DMAIL-HR/EO	

**12. SUBJECT: ENLISTED AND OFFICER PROMOTIONS**

**OBJECTIVE:** Ensure minorities and women have an equal opportunity to be promoted to assure career development and progression.

1. Develop and maintain statistics on soldiers promoted to E-6 through E-9, W-2 through W-5, and O-2 through O-6 determined by race/ethnic origin and gender.	Required DMAIL-HR/EO					
2. Assure assigned soldiers are informed and understand selection criteria and promotion procedures.	Required CMDR					
3. Report data on promotions by race/ethnic origin and gender in the Annual Narrative Statistical Report to DMAIL-HR/EO.	Sept. 2000 EOAs/EOR					

**13. SUBJECT: PROFESSIONAL MILITARY EDUCATION AND UTILIZATION OF SKILLS**

**OBJECTIVE:** Ensure minorities and women have an equal opportunity for career progression, training, assignment and skills development.

MILESTONES (MS)	GOAL					TY-05
	TY-01	TY-02	TY-03	TY-04	TY-04	
	Required CDR	Required CDR				
1. Ensure eligible minorities and women are considered on an equal basis for professional military education, career-level schools, C&GS, NCO schools, WOC, as qualified.						
2. Develop procedures to monitor selection rate by race/ethnic origin and gender.	Required CDR/EOA					
3. Identify the Officer Personnel Management System (OPMS) specialties and Career Management Fields (CMF) in which minorities and women are under represented.	Required EOA					

**14. SUBJECT: SEPARATIONS / DISCHARGES**

**OBJECTIVE:** To ensure the unbiased administration of separations and discharges.

MILESTONES (MS)	GOAL				
	TY-01	TY-02	TY-03	TY-04	TY-05
1. Develop and maintain statistics on separations/discharges. Determine by race/ethnic origin and gender what type of separations/discharges are administered.	Sept. 2000 EOA	Sept. 2001 EOA	Sept. 2002 EOA	Sept. 2003 EOA	Sept. 2004 EOA
2. Determine if imbalances exist in the administration of separation/discharges by means of representative indexes.	Required EOA				
3. Review data for trends. If imbalances exist, determine causative factors and appropriate actions as necessary.	Required EOA				
4. Prepare and present a briefing on separations/discharges at the AAC meeting.	Sept. 2000 EOA/EOR	Sept. 2001 EOA/EOR	Sept. 2002 EOA/EOR	Sept. 2003 EOA/EOR	Sept. 2004 EOA/EOR
5. Report Data in Annual Narrative Statistical Report to DMAIL-HR/EO	Annual EOA/EOR NLT 1 Nov.				

1 October 2000

**15. SUBJECT: SELECTION FOR AGR (ACTIVE GUARD RESERVE) POSITION (ASSIGNMENTS)**

**OBJECTIVE:** To ensure that minorities and women are considered equally in assignments.

MILESTONE(S) (MS)	GOAL					TY-05
	TY-01	TY-02	TY-03	TY-04		
Required SEEM	Required SEEM	Required SEEM	Required SEEM	Required SEEM	Required SEEM	Required SEEM
1. Monitor selections for AGR positions to ensure minorities and women are equally considered for career development and advancement.						
2. Collect and report data on the number of AGR positions filled by race/ethnic origin and gender.	Required SEEM	Required SEEM	Required SEEM	Required SEEM	Required SEEM	Required SEEM
3. Provide recommendations to overcome deficiencies to the Adjutant General	Required SEEM	Required SEEM	Required SEEM	Required SEEM	Required SEEM	Required SEEM

**16. SUBJECT: STRIVE TO ACHIEVE PARITY IN REENLISTMENT**

**OBJECTIVE:** To ensure that minorities and women are re-enlisted at appropriate levels.

MILESTONES (MS)	GOAL					TY-05
	TY-01	TY-02	TY-03	TY-04		
1. Encourage minorities and women to re-enlist in those MOS's in which they are underrepresented.	Required R&R/EOA					
2. Ensure soldiers eligible for re-enlistment are made aware of the reenlistment bonus program. Retention NCO's are encouraged to maintain bonus data to keep commanders apprised of Selection Reenlistment Incentive Program (SRIP).	Required R&R/EOA					
3. Assist soldiers to improve their career potential through programs of study, on-the-job training, and formal schooling.	Required CDR/EOA					

1 October 2000

**17. SUBJECT: DISCRIMINATION COMPLAINT**

**OBJECTIVE:** To inquire/investigate allegations of discrimination and ensure corrective actions as appropriate.

MILESTONES (MS)	GOAL				
	TY-01	TY-02	TY-03	TY-04	TY-05
1. Maintain and monitor statistics on complaints of discrimination, including sexual harassment.	Required EOAs/EORs				
2. Review and analyze data for significant trends.	Sept. 2000 CDR/EOA	Sept. 2001 CDR/EOA	Sept. 2002 CDR/EOA	Sept. 2003 CDR/EOA	Sept. 2004 CDR/EOA
3. Report data in Annual Narrative Statistical Report on discrimination complaints to DMAIL-HR/EO	Annual EOAs/EORs NLT 1 Nov				
4. Assist soldiers & commanders with complaint process.	Required EOAs/EORs at all levels				

**18. SUBJECT: DISCIPLINE**

**OBJECTIVE:** To ensure the unbiased administration of nonjudicial punishment, Reductions, and Military Justice actions.

MILESTONES(MS)	GOAL				
	TY-01	TY-02	TY-03	TY-04	TY-05
1. Develop and maintain statistics on nonjudicial punishment, court-martials (by each type), and reductions. Determine by race/ethnic origin and gender.	Required EOAE/OR				
2. Determine if imbalances exist in the administration of discipline by means of representative indexes.	Required EOAE/OR				
3. Review data for trends. If imbalances exist, determine causative factors and appropriate action, as necessary.	Required EOAE/OR				
4. Report data on disciplinary actions by race/ethnic origin and gender in the Annual Narrative Statistical Report to DMAIL-HR/EO	Sept. 2000 EOAE/OR NLT 1 Nov	Sept. 2001 EOAE/OR NLT 1 Nov	Sept. 2002 EOAE/OR NLT 1 Nov	Sept. 2003 EOAE/OR NLT 1 Nov	Sept. 2004 EOAE/OR NLT 1 Nov