

AFFIRMATIVE ACTION PLAN



**82d Airborne Division
Pamphlet 600-26**

11 June 2001

DEPARTMENT OF THE ARMY
Headquarters, 82d Airborne Division
Fort Bragg, North Carolina 28310

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**The 82d Airborne Division
Affirmative Action Plan**

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This pamphlet supercedes 82d Airborne Division Pamphlet 600-26, Division Affirmative Action Plan, 1 Jun 99

Proponents.

(1) Conduct a semi-annual review of all numbered publications for which they have responsibility.

(2) Ensure that publication reference files are purged to eliminate obsolete publications.

(3) Notify the Division Information Services Support Office, ATTN: AFVC-IS-P, immediately of any errors in the enclosed listing.

The proponent for this pamphlet is the Division Equal Opportunity Office. Users are invited to send comments to the Division Equal Opportunity Program Manager, ATTN: AFVC-EO, Fort Bragg, NC 28310.

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AFFIRMATIVE ACTION PLAN (AAP)

PART I - General

1. Purpose. The purpose of an Affirmative Action Plan is to identify and establish specific objectives, responsibilities and policies that promote and maintain an equal opportunity environment. This facilitates constructive interpersonal and intergroup relations throughout the command. Combat readiness is derived from manpower, equipment, training and motivation. Soldier readiness is an integral part of combat readiness. The AAP addresses an important element of the soldier readiness spectrum and provides the Army with a mechanism to favorably influence that aspect of combat readiness. The commander's task is to create an environment that encourages personal and professional growth for all soldiers regardless of race, color, religion, gender, or national origin. This requires affirmative actions on the part of all commanders to ensure all soldiers can compete for educational opportunity and career advancement.

2. Concepts.

a. An affirmative EO action is designed to go a step beyond non-discrimination. It is a positive, planned action to identify and correct deficiencies in existing systems and policies. These actions ensure that each individual is given the opportunity for personal and professional growth based on his/her capabilities.

b. Dynamic and viable EO affirmative action plans will be developed at Division and brigade (or equivalent) level units. Separate battalions and companies are exempt from developing an AAP, however, they will fall under the purview of the Division AAP and are subject to the objectives and timetables necessary to ensure program progress and to assist in compliance monitoring. Each plan will be revised as necessary and reviewed annually, to reflect new actions and requirements and to delete completed nonrecurring activities. As a guide, the Division AAP is included in Section II

3. Scope. The 82d Airborne Division AAP is a personnel management process. It implements requirements outlined in DA Pamphlet 600-26 (Army Affirmative Action Plan), Army Regulation 600-20 (Army Command Policy), FORSCOM Supplement 1 to AR 600-20, and the XVIII Airborne Corps Affirmative Action Plan.

4. Applicability. This plan applies to all soldiers assigned or attached to the 82d Airborne Division.

5. Objectives.

- a. Provide the opportunity for growth and effective utilization of the real and potential capabilities of all personnel.
- b. Correct structural imbalances, eliminate personal and institutional discrimination, and ensure opportunity for upward mobility for all qualified soldiers.
- c. Improve the capability to provide a total assessment of the 82d Airborne Division Equal Opportunity Program.
- d. Infuse affirmative action into the traditional management system by placing affirmative action responsibilities into the hands of commanders. Commanders, in turn, will implement the action through their functional staff sections.

6. Policy.

a. The policy of the 82d Airborne Division is to provide equal opportunity and treatment for all soldiers irrespective of race, color, gender, religion, or national origin. Accordingly, all personnel, consistent with law and physical capabilities, must be afforded equal opportunity and just treatment when considered for discipline, professional development, promotion, career progression, schooling, assignments, retention, and separation.

b. Discriminatory treatment on or off post, directed against members of the 82d Airborne Division or their family members, undermines morale, efficiency and teamwork and thereby the command effectiveness and mission capability of the Division. Off post activities, including housing and public accommodations, must be open to all personnel without regard to race, color, gender, religion, or national origin. Violators will be brought before the Armed Forces Disciplinary Control Board for assessment to determine placing them off limits if offensive practices are not eliminated. On post and/or off post activities will be denied the use of Division facilities and resources if they discriminate against personnel on the basis of their bylaws, rules, regulations and constitutions or if they engage in de facto discrimination as determined by post or unit commander.

7. Responsibilities.

a. Equal Opportunity Program Manager.

(1) Primary staff responsibility for developing and promoting the 82d Airborne Division Affirmative Action Plan and for monitoring the development and implementation of unit AAPs.

(2) Manage the Division AAP. Ensure that the plan identifies conditions requiring affirmative actions and remedial actions with goals and milestones as necessary.

Review the AAP at least annually to assess the effectiveness of actions, initiate new actions, and sustain goals already achieved.

(3) Continually update the Command Group on the Division EO climate.

(4) Schedule and conduct the Affirmative Action Panel, consisting of the ACofS, G1/AG; SJA; IG; Division Chaplain; PAO; Division CSM; and the Division EOA.

(5) Conduct staff assistance and assessment visits to subordinate units as requested or required.

(6) Monitor the composition of the Division by race, color, gender, religion, national origin, and grade.

(7) Monitor training, assignment, and utilization of Equal Opportunity Advisors (EOA).

(8) Direct responsibility for developing, publishing, implementing, and monitoring the implementing AAPs within the Division.

(9) Ensure compliance with DA and higher headquarters directives for developing and implementing AAPs within the Division.

(10) Provide technical assistance to units in planning, organizing and implementing their respective AAPs.

(11) Monitor implementation of subordinate headquarters' AAPs.

(12) Monitor the administration of awards within the Division by race, color, gender, national origin, and grade.

(13) Monitor the number of soldiers reenlisting 1st term, mid-term, and careerist within the Division by race, color, gender, national origin, and grade.

(14) Develop and maintain data on the number of bars/waivers to reenlistment by race, color, gender, national origin and grade.

(15) Monitor minority and female officer assignments to command/key positions.

(16) Monitor the execution of the current Women in the Army (WITA) policy for female officers, warrant officers, and enlisted soldier utilization.

(17) Monitor the number of minorities and females in the Division by grade to determine if imbalances exist.

(18) Develop statistics on the number and type of administrative discharges by race, color, gender, national origin, and grade.

(19) Collect and analyze statistical information on the number of enlisted promotions by race, color, gender, national origin, and grade.

b. Staff Judge Advocate. Collect and analyze the following statistics by race, color, gender, national origin, and grade.

(1) Article 15 punishment.

(2) Courts Martial.

(3) Posttrial Confinement.

(4) Pretrial Confinement.

(5) Punitive Discharges.

c. Inspector General. Monitor discrimination complaints by race, gender, and grade.

d. Chaplain. Ensure adequate religious activities are provided to meet the needs of the population served.

e. Public Affairs Officer. Publicize affirmative action policies and activities of the command for internal and external audiences.

f. Division CSM. Monitor quality of life and leadership issues pertinent to soldier and family members throughout the command.

g. Commanders of all major subordinate commands of brigade or equivalent level.

(1) Establish, publish and implement AAPs designed to promote and ensure equal opportunity and treatment for all assigned/attached personnel without regard to race, color, religion, gender, or national origin.

(2) Ensure each AAP is reviewed annually and undated as needed.

(3) Ensure compliance monitoring of subordinate units with respect to all affirmative actions within the AAP.

h. Separate battalion and company commanders fall under the purview of the Division AAP and will comply with all required actions pertinent to their commands.

8. Explanation of Terms.

a. Affirmative Actions: Measures designed to correct the effects of institutional discriminatory policies and practices; prevent personal and institutional discrimination; provide career development and upward mobility for all qualified personnel regardless of race, color, religion, gender, or national origin.

b. Affirmative Action Plan (AAP): A comprehensive management document which requires quantified goals and timetables from all Army organizations designed to achieve Equal Opportunity for all military personnel.

c. Equal Opportunity: Equal consideration and treatment for all soldiers based on merit, fitness, and capability, regardless of race, color, religion, gender, or national origin.

d. Goals: An objective or planning target the Army strives to attain. It is based on realistic prospects of attainment, subject to revision, and may be numerical. It is differentiated from a quota in that mandatory attainment is not required.

e. Affirmative Action Process: The FORSCOM Affirmative Action process is the procedure used by commanders to gather data/information about the Equal Opportunity status in their units as it impacts on combat readiness.

f. Affirmative Action Panel: Reviews progress towards meeting Division and Corps Affirmative Action goals, and recommends the addition, deletion, or continuation of goals. Consists of the Division's ACofS G1/AG, SJA, IG, Chaplain, PAO, CSM, and EOA.

PART II

AFFIRMATIVE ACTION PLAN

SUBJECT AREA: Organization Policy and Guidance

SUBJECT: Affirmative Action Plan

PROPONENT: Div, Bde Commanders

OBJECTIVE: Develop and maintain an Affirmative Action Plan (AAP)

AFFIRMATIVE ACTIONS: An AAP is designed to go a step beyond nondiscrimination. It consists of positively planned actions aimed at identifying and correcting inadequate systems and policies to ensure each individual is given the equal opportunity for personal and professional growth based on his/her potential, fitness, and capacity within the 82d Airborne Division.

GOALS: To develop and maintain the AAP.

BASIS FOR GOAL: AR 600-20 requires commanders, down to and including brigade level, to develop and maintain an AAP.

SUBJECT AREA: Organization Policy and Guidance

SUBJECT: Commander's Policy Statement

PROPONENT: All Commanders

OBJECTIVE: Publish statements on commitment to equal opportunity

AFFIRMATIVE ACTIONS: It is necessary for each commander, upon assumption of command, to affirm a personal commitment to support equal opportunity and ensure that equal opportunity is a reality for all members of the unit.

GOALS:

1. Publish the Commander's Equal Opportunity Statement and make it available to soldiers NLT 30 days after assuming command.
2. Publish the Commander's Sexual Harassment Prevention Statement and make it available to soldiers NLT 30 days after assuming command.

BASIS FOR GOAL: Soldiers and family members perceptions that EO is a reality are enhanced by the Commander's published statement of commitment.

SUBJECT AREA: Organization Policy and Guidance

SUBJECT: Manage the AAP

PROPONENT: EO Program Manager

OBJECTIVE: Manage the 82d Airborne Division Affirmative Action Plan/Process.

AFFIRMATIVE ACTIONS:

1. Assess, analyze, and manage Division EO program to ensure that the plan includes conditions requiring affirmative action and remedial steps, with goals and milestones.
2. Review the AAP annually to assess the effectiveness of action steps, initiate new actions, and sustain goals already achieved.

GOALS:

1. Update the Command Group on the command EO climate.
2. Conduct staff assistance and assessment visits to subordinate units.
3. Monitor training, assignment and utilization of Equal Opportunity Advisors.
4. Monitor the composition of the Division by race, color, religion, gender, national origin, and grade.
5. Develop statistics for the Annual Report, covering the past fiscal year, for EO progress IAW AR 600-20.

BASIS FOR GOAL: AR 600-20 requires commanders down to and including brigade level to maintain an AAP.

SUBJECT AREA: Organization Policy and Guidance

SUBJECT: EO Complaint Processing

PROPONENT: EO Program Manager

OBJECTIVE: Analyze racial and gender discrimination/harassment complaints being filed by Division Troopers and determine causative factor.

AFFIRMATIVE ACTIONS:

1. It is necessary to track the number of formal EO complaints in order to monitor trends and ensure institutional discrimination is not taking place.
2. Future data will be monitored to establish trends and determine causative factors.

GOALS:

1. Monitor discrimination complaints processed by race and gender. When imbalances occur, recommend corrective action.
2. In addition to the complaint processing procedure established in FORSCOM Supplement 1 to AR 600-20, the Division EO office will establish procedures for tracking discrimination complaints.
3. Monitor the number of substantiated and unsubstantiated sexual harassment complaints filed.

BASIS FOR GOAL: Number and type of complaints filed are indicators of the EO climate within the organization

SUBJECT AREA: Division Military Personnel Composition

SUBJECT: Personnel Assignments

PROPONENT: EO Program Manager

OBJECTIVE: Determine and monitor minority/majority and gender composition of the Division.

AFFIRMATIVE ACTIONS: Minority/majority demographics are compared with higher HQ data and are used in establishing the population base for staff agencies developing statistical input.

GOALS:

1. Monitor the composition of the Division by race, gender, and grade.
2. Provide minority/majority and gender demographic data to the staff agencies with AAP responsibilities.
3. Reduce the number of ethnic unknowns in the data with assistance from appropriate staff agencies.
4. Monitor the assignments of all soldiers in the Division to ensure proper utilization as required by AR 600-13.

BASIS FOR GOAL: Proper utilization and assignment of all soldiers in Division directly effects unit readiness.

SUBJECT AREA: Division Military Personnel Composition

SUBJECT: Minority Officer Competitiveness

PROPONENT: EO Program Manager

OBJECTIVE: To determine whether minority and female officers are being afforded equal opportunity to perform in key positions in the Division.

AFFIRMATIVE ACTIONS: Ensure minority officers and females are afforded the opportunity to excel in the area of promotions and assignments.

GOALS:

1. Collect and analyze statistics on minority and female officers occupying specific “key” jobs (Bde and Bn XO, S-3, and company commander).
2. Determine whether minorities and females are receiving equal opportunity in assignments and take action as appropriate.

BASIS FOR GOAL: When junior minority and female officers separate from the Army at a higher rate than junior non-minority officers it adversely impacts on the future representation of minority and female senior officers. This situation can exist if there is not an equal opportunity for assignment to “key” positions (Bde/Bn XO, S-3, and company commander).

SUBJECT AREA: Division Military Personnel Composition

SUBJECT: Women in the Army (WITA)

PROPONENT: EO Program Manager

OBJECTIVE: Ensure proper utilization of female officers and warrant officers within the Division.

AFFIRMATIVE ACTIONS:

1. Monitor and report the number of female soldiers in the Division.
2. Ensure female soldiers in the Division are utilized in accordance with authorizations and the DCPC.

GOALS: Monitor the execution of WITA to ensure female officers and warrant officers are assigned IAW Army policy. Assess problem areas and refer recommended policy changes, if any, to the CG.

BASIS FOR GOAL: WITA articulates Army policy regarding Women in the Army and AR 600-13.

SUBJECT AREA: EO Indicators

SUBJECT: Awards and Decorations Program

PROPONENT: EO Program Manager

OBJECTIVE: Ensure that the Division awards program is administered equitably without regard to race, color, religion, gender, or national origin.

AFFIRMATIVE ACTIONS:

1. Prepare statistical data on all awards given in Division.
2. Compare population demographic data by race, gender, and grade on awards recommended versus approved by number and percentage.
3. Analyze statistical data on all awards given in Division units with explanations of deviations that are greater than 15% above or below the expected value. When imbalances occur, determine causative factors and recommend corrective action as appropriate.

GOALS: Awards approval should be comparable to the population of the Division based on race and gender.

BASIS FOR GOAL: Imbalance in awards presented can create the perception of institutional discrimination.

SUBJECT AREA: EO Indicators

SUBJECT: Reenlistment

PROPONENT: ACoS, G1/AG

OBJECTIVE: Reenlist soldiers in a proportion which is not less than their representation in the total Division population; identify factors effecting over/under-representation; provide appropriate recommendations, and ensure the reenlistment efforts and bars to reenlistment are made without regard to race or gender.

AFFIRMATIVE ACTIONS: Ensure that qualified soldiers are afforded the opportunity to reenlist, regardless of race, color, religion, gender or national origin.

GOALS:

1. Provide recommendations to HQ XVIII Abn Corps, where appropriate, concerning methods of improving the representation of majority/minority and female/male to include modification of the reenlistment eligibility criteria.
2. Encourage unit commanders to use BSEP and retest good soldiers to raise their qualification scores to achieve reenlistment eligibility.
3. Direct brigades to pursue and track reenlistment for under represented categories more aggressively.
4. Maintain number of reenlistments by race and gender. Maintain number of soldiers eligible for reenlistment by race and gender in the following categories:
 - (a) 1st Term
 - (b) Mid Term
 - (c) Careerist
5. Develop, analyze, and maintain statistics on the number of bars/waivers to reenlistment by gender, race, and grade. Identify trends and their causes and recommend corrective action as appropriate.

BASIS FOR GOAL: The current status of majority/minority, and male/female rates are a key EO indicator.

SUBJECT AREA: EO Indicators

SUBJECT: Administrative Discharges

PROPONENT: EO Program Manager

OBJECTIVE: Ensure that administrative discharges are not influenced by race, color, gender, or national origin.

AFFIRMATIVE ACTIONS: Monitor administrative discharges by type, race, gender, and grade. Compile statistics to identify trends. Evaluate information and recommend solutions when imbalances occur.

GOALS: Ensure all soldiers are treated fairly regardless of race, color, gender, or national origin.

BASIS FOR GOAL: Army-wide, minorities have historically received a proportionately higher number of administrative discharges.

SUBJECT AREA: EO Indicators

SUBJECT: Enlisted Promotions

PROPONENT: 82d SSB

OBJECTIVE: Ensure minorities and women have an equal opportunity for promotion.

AFFIRMATIVE ACTIONS:

1. Develop, maintain, and analyze statistics on enlisted personnel for promotion eligibility versus actual promotion by race, ethnic group, gender, and grade (E3-E4).
2. Develop a feedback system to ensure members of minority groups are being appointed as voting members of promotion boards.
3. Provide information and feedback to commanders for use in preparing all centrally managed enlisted soldiers (E6-E9) for promotion.

GOALS: Ensure that all soldiers in the Division are afforded equal opportunity for promotion.

BASIS FOR GOAL: Promotion selection rates of minorities Army-wide are generally comparable to overall selection rates for the total eligible considered through the rank of SGM/CSM.

SUBJECT AREA: EO Indicators

SUBJECT: Criminal Law Statistics

PROPONENT: Division SJA

OBJECTIVE: To ensure minorities are not over-represented as offenders in areas of violent crimes, crimes against property, drug offenses, and in confinement.

AFFIRMATIVE ACTIONS:

1. Develop a profile on the types of disciplinary actions, i.e., Article 15s and courts-martial, by race, gender, and grade and provide information to commanders.
2. Develop, analyze, and maintain statistics on the number of Article 15s, courts-martial, punitive discharges and confinements by gender and race. Develop trends to identify causative factors and recommend corrective actions as appropriate.

GOALS: Ensure criminal and legal actions occur at a rate comparable to the total population.

BASIS FOR GOAL: In the past, minority males have been over-represented in criminal offenses.

SUBJECT AREA: Inspector Generals Activities

SUBJECT: IG Complaints

PROPONENT: Division IG

OBJECTIVE: Monitor Inspector General Action Requests involving minorities by race and gender to permit the development of Division-wide discrimination and sexual harassment profiles for the Division.

AFFIRMATIVE ACTIONS:

1. Monitor trends of Inspector General Action Requests involving minorities by race and gender.
2. Brief CG on trends of Inspector General Action Requests by race and gender.

GOALS: To ensure there is cross coordination between the IG office and the EO office to track all complaints.

BASIS FOR GOAL: The IG records race and gender on all IG action requests (IGARs). These IGARs contain substantiated complaints and allegations as well as assistance requests. EO related complaints are normally referred to the EOA.

SUBJECT AREA: Religious Activities

SUBJECT: Religious Activities

PROPONENT: Division Chaplain

OBJECTIVE: Provide worship, seminars, and religious educational opportunities in a multi-cultural/pluralistic environment to ensure the religious needs for all members within the Division are met.

AFFIRMATIVE ACTIONS:

1. Provide cultural/ethnic-oriented services on a weekly basis, when possible.
2. Provide cultural/ethnic-oriented services for major religious holidays with participation for invited guest clergy of various ethnic backgrounds. Conduct some religious programs in languages other than English, such as Spanish or Korean, as resources are available and demands are identified.

GOALS: To ensure that all soldier's worship needs are met.

BASIS FOR GOAL: The Division is multi-cultural and pluralistic in nature. Many ethnic groups prefer to worship in their religious cultural lifestyle/tradition.

SUBJECT AREA: Command Information

SUBJECT: Command Information

PROPONENT: Division PAO

OBJECTIVE: Publicize affirmative action policies and activities of the Division to internal and external audiences.

AFFIRMATIVE ACTIONS:

1. Research and report stories in the “Paraglide” on minorities and female soldiers doing their jobs in the Division.
2. Include affirmative actions as a discussion topic in public affairs workshops and conferences.

GOAL: Information publicized should be of interest to all Division personnel focusing on how all soldiers are working toward achieving the Army’s and Division’s goal.

BASIS FOR GOAL: This action is required by AR 600-20, and FORSCOM Supplement 1 to AR 600-20.

SUBJECT AREA: Command Information

SUBJECT: Media Relations

PROPONENT: Division PAO

OBJECTIVE: Publicize affirmative action policies and activities of the Division to internal and external audiences.

AFFIRMATIVE ACTIONS:

1. Work closely with the local and national media to encourage positive stories about all Division personnel.
2. Ensure adequate media coverage is provided for events of significance to minorities and women.

GOAL: Information publicized should be of interest to all Division personnel focusing on how all soldiers are working toward unit and Army goals.

BASIS FOR GOAL: Action required by AR 600-20, and FORSCOM Supplement 1 to AR 600-20.

SUBJECT AREA: Quality of Life

SUBJECT: Quality of Life/Leadership

PROPONENT: Division CSM

OBJECTIVE: Advise the Commander, in concert with appropriate staff agencies, on quality of life and leadership issues and the impact on Division soldiers and family members.

AFFIRMATIVE ACTIONS:

1. Advise the commander on equal opportunity for enlisted personnel by race and gender in the following areas:
 - a. Promotions
 - b. Awards
 - c. Career schooling, to include PLDC, BNCOC, ANCOC, 1SG Course, and SGM Academy.
 - d. Job opportunity (selection, assignment, and utilization).
2. Monitor and evaluate soldiers support activities in conjunction with appropriate staff agencies to determine if services provided are adequate and meet the needs of the enlisted soldiers and their families.

GOAL: To ensure all Division soldiers receive fair and equal treatment.

BASIS FOR GOAL: The impact of quality of life and leadership issues as they pertain to enlisted soldiers and family members is critically important in contributing to the overall success of the unit/organization. Leaders must be attuned and responsive in these areas.