

Personnel-General
ARMY COMMAND POLICY

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Suggested improvements. The proponent for this supplement is the FORSCOM Equal Opportunity Office, HQ FORSCOM. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to CDR, HQ FORSCOM, ATTN: AFPI-EO, Fort McPherson, GA 30330-6000.

Restrictions. Approved for public release; distribution to unit level for AC and USAR. Local reproduction is authorized.

Applicability. This supplement applies to all Forces Command units, including major units on non-FORSCOM installations, and the U.S. Army Reserve Command (USARC).

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AR 600-20, 15 July 2000, is supplemented as follows:

Page 73, paragraph 6-1, Purpose. Add subparagraph (d) as follows:

(d) Institutionalize EO throughout the leadership structure by direct and continuous involvement of leaders at all levels.

Page 77, paragraph 6-2h, (21) Conducting staff assistance visits. Add subparagraphs (a), (b) and (c) as follows:

(a) The staff assistance visit should include sensing sessions/focus groups. The purpose of these sessions are two-fold, first, to provide soldiers the opportunity to openly express themselves in a non-threatening environment and secondly, to provide feedback that can be used to assess the equal opportunity climate and influence change in an organization. Commanders are encouraged to provide feedback to soldiers regarding issues raised in sensing sessions/focus groups.

(b) Apply the following basic rules when conducting sensing sessions or focus groups:

(1) Prior to conducting the session, establish a list of questions that relates to the issue. This will help the facilitator stay focused on the subject matter.

(2) Ensure the group understands why the session is being conducted. Each session should be no more than 90 minutes.

(3) The group size should be 15-25 soldiers per session.

(4) The racial make-up of the group should be representative of the organization.

(5) All members of the group should be encouraged to participate, and their identity shall remain anonymous.

(6) Regard everyone's input as essential and having merit.

(c) Staff assistance visits will be conducted using FORSCOM Form 1057R (FORSCOM EO Staff Assistance Visit Checklist). A copy for local reproduction is located in the back of this supplement.

Page 77, paragraph 6-2h, Preparing for FORSCOM's Equal Opportunity Staff Assistance Visits. Add as sub-paragraph 23: Major Subordinate Commands are required to receive an annual EO staff assistance visit from Headquarters Forces Command. The purpose is to provide the MSCs an external form and it will automatically compute the representation indexes and create the powerpoint

assessment of their command's climate. Preparation requirements for this visit are outlined at Appendix A.

Page 88, paragraph 6-13, Affirmative action plans. Add paragraph f as follows:

f. Commands reporting directly to FORSCOM will submit a copy of their Affirmative Action Plan (AAP) to HQ FORSCOM, ATTN: AFPI-EO, within 60 days after the effective date.

Page 89, paragraph 6a, Training. Add subparagraph 5 and 6 as follows:

5. Cultural awareness training should be added to the S2 pre-deployment/exercise intelligence briefings, provided by the EOA, to enhance the soldier's familiarity with behavior patterns aboard or to role-play behavior patterns internal to the organization.

6. The professional development of EOAs is essential to maintain a proactive and viable EO program. Training should be ongoing and can include attending training sessions at civilian institutions, participation in EO workshops and conferences, attendance at NAACP, LULAC and IMAGE conventions, and others.

Page 90, paragraph 6-15, Authority to collect and maintain data. Add subparagraph a as follows:

a. The Equal Opportunity Statistical Report, FORSCOM E-Form 1059-R. Installation/units, to include the United States Army Reserve Command (USARC), will submit FORSCOM E-Form 1059-R quarterly to HQ FORSCOM, ATTN: **AFPI-EO** via email. FORSCOM E-Form 1059-R will be prepared down to battery/company and equivalent levels, on FORSCOM soldiers only, and released by the commander or his/her designated representative. Reports will be consolidated at installation/corps levels and arrive NLT the 15th of the month following the end of the reporting quarter for all active component elements. The US Army Reserve Command will report the data annually to arrive NLT 15 October.

b. Copies of the FORSCOM E-Form 1059-R, along with setup instructions can be found at the following web address: www.forscom.army.mil/eo/qnsr.htm. Two versions of the automated FORSCOM E-Form 1059-R were created with set-up instructions appearing at Appendix B. The End-user version was designed to be used by the commander. The master version was designed to automatically merge and

create the total data for a unit that has subordinate units reporting to them. This version may also be used by the end-user to create an annual roll-up of all four quarters.

6-19. Consideration of Others Program. Add paragraph as follows:

a. Consideration of Others is a methodology of training which leverages small group, interactive discussion based training to achieve greater clarity and understanding for the awareness, the actions, and the responsibility of the individual soldier/civilian. CO2 facilitators are critical to this training's process.

b. Topics for discussion can be selected from DA CO2 Handbook, or generated locally to meet the commander's needs.

c. The Forces Command model for conducting Considerations of Others is as follows:

- (1) Small groups (15 – 25 personnel)

- (2) Facilitator supported
- (3) Discussion based format
- (4) Scheduled quarterly
- (5) Scheduled for two hours per session

d. The supporting Government Employees union should approve civilian participation in the CO2 program prior to their involvement.

e. CO2 Facilitator resources:

- (1) Equal Opportunity Advisors
- (2) Equal Employment Opportunity Specialist
- (3) Defense Equal Opportunity Management Institute – Mobile Training Team (MTT)
- (4) Unit Chaplain
- (5) Inspector General Office
- (6) Provost Marshal Office
- (7) Other Services

Appendix A
Preparation For FORSCOM's Equal

Opportunity Staff Assistance Visits

FORSCOM STAFF ASSISTANCE VISIT ITINERARY

SAV TEAM ARRIVAL – MONDAY (See Note 1)

INBRIEF – TUESDAY MORNING (See Note 2)

SENSING SESSIONS (See Note 3):

E-1 thru E-4

E-5 thru E-6

E-7 thru E-9

All Females (E-1 thru E-8)

WO-1 thru 0-3 (Not in command positions)

1SG, WO-1 thru 0-3 (In command positions)

OFFICE CALLS WITH SUPPORT AGENCIES
(See Note 4):

IG, SJA, PMO, CHAPLAIN, HOUSING

EOA TRAINING WORKSHOP (See Note 5)

UNIT VISITS (See Note 6)

THURSDAY (See Note 7)

OUTBRIEF – Friday (See Note 8)

SAMPLE SCHEDULE – IS ATTACHED

NOTES:

1. The SAV team will arrive on Monday and then conduct the actual assistance visit Tue – Fri. Visits to 1st Army, 3d Army, USARC, and Ft McPherson, Garrison are an exception to this rule given the location of the commands and/or the type of command.

2. The in brief on Tuesday morning should take place as early as possible and should be followed immediately by sensing sessions.

3. Prefer sensing sessions in the order shown. Please schedule one and one-half hours for each session with a 15-minute break between sessions. Any sessions not completed on Tuesday should be scheduled as the first items on Wednesday morning. Participants should total 25 for each session. Exceptions can be made on a case-by-case basis due to the population size of some commands. Coordination is required ahead of time. Please ensure you have a roster of the soldiers scheduled to participate in each session.

4. Office calls with the identified agencies should be scheduled for no more than 15 minutes. These visits are optional.

5. One and a half hour block of time will be scheduled with all installation EOAs for the conduct of a EOA workshop. This session will include a review of current EO issues, practical exercises (i.e. case study review), exchange of EO reference materials, and an open Q and A session.

6. Each Corps should schedule office time with three Bde EOAs to include a walk through of the Bde area. Anticipate this will take approximately one and one-half hour per Bde visited. Units such as the 49th QM, 36th Eng Bde, 7th Trans should schedule a visit to at least two battalions within the Bde.

7. All activities will conclude by noon on Thursday. This will allow time for cross walking, follow up interviews and the preparation of the SAV memorandum and out brief slides.

8. Please schedule out briefs as early as possible on Friday morning. SAV team will depart the command area immediately after the out brief.

9. Visits to III Corps, XVIII Airborne Corps, Army Signal Command, 1st Army, and 5th Army may include a visit to a divisional unit that resides on an installation separate from its parent command.

SAMPLE ITINERARY

<u>DATE/TIME</u>	<u>EVENT</u>	<u>LOCATION</u>
MONDAY (DAY 1)	ENROUTE/TRAVEL	
TUESDAY (DAY 2)		
0900 – 0910	INBRIEF W/COMMANDER SENSING SESSIONS	
0930 – 1100	E-1 – E-4	
1110 - 1200	VISIT CMD'S EO OFFICE	
1300 – 1430	E-5 - E-6	
1445 – 1615	E-7 – E-9	
WEDNESDAY (DAY 3)		
0830 – 1000	FEMALES ONLY (E-1 thru E-8)	
1015 – 1145	WO-1 - 0-3 (NOT IN CMD)	
1300 – 1430	1SG, WO-1 thru 0-3 (IN CMD)	
1445 – 1615	EOA TRAINING SESSION	
1630 – 1700	OPTIONAL VISIT WITH SPECIAL STAFF/ POST	AGENCIES: IG, SJA, PMO, CHAPLAIN, and HOUSING
THURSDAY (DAY 4)		
0800 – 0900	OPTIONAL VISIT WITH SPECIAL STAFF/ POST	AGENCIES: IG, SJA, PMO, CHAPLAIN, and HOUSING
0900 – 1100	VISIT UNITS	
1300 – 1630	FORSCOM STAFF WORK ON REPORT	
FRIDAY (DAY 5)		
0930 – 1000	OUTBRIEF W/ COMMANDER	

Appendix B

Preparing the Quarterly NSR Using The FORSCOM E-Form 1059-R

QNSR Program Set-up Instructions

You will receive two copies of the program. The one labeled “QNSR END-USER” will be used by the lowest level unit reporting (i.e. Company or Battery). The one labeled “QNSR MASTER” will be used by all units that have subordinate units reporting to them (i.e. Battalions and higher)

There are no changes for the End-User. They will continue to in-put data into the program as before. However, they will have the “RI’s” and “Charts” automatically developed for them.

“QNSR MASTER” users will develop a paper index labeling all of your subordinate units as “UNIT 1”, “UNIT 2”, and SO FORTH. Example:

UNIT 1 – 1st ARMY	UNIT 10 – 32nd AAMDC
UNIT 2 – 3rd ARMY	UNIT 11 – 36th ENG
UNIT 3 – 5th ARMY	UNIT 12 – ASC
UNIT 4 – I CORPS	UNIT 13 – JRTC
UNIT 5 – III CORPS	UNIT 14 – McPHERSON
UNIT 6 – XVIII CORPS	UNIT 15 – USARC
UNIT 7 – 7th TRANS	UNIT 16 – XXXXXX
UNIT 8 – 49th QM	UNIT 17 – XXXXXX

1. “Run” the QNSR set-up program. This is a “self-extracting” executable file that will automatically create all directories and files for you.

2. Open Windows Explorer. And your QNSR files will be located in the C:\EO\QNSR directory.

3. At the end of the quarter when you receive your subordinate unit’s files (QNSR reports), open them and then save them into the C:\EO\QNSR directory as the units that they were assigned (i.e. save 1ST Army’s QNSR report as “unit 1”, etc.). Once you have received and saved all of your subordinate unit’s data then you are ready to complete your roll-up.

4. In the C:\EO\QNSR directory, open the file “QNSR MASTER”.

5. You will update your report by “clicking” the “YES” button when it asks to update linked files.

6. You are required to input your unit in the “unit reporting” field and the QTR/FY in the “Reporting Period” field on the first page. Note: All other pages are updated automatically.

7. Your QNSR Data is now ready to be printed or saved.

For subsequent quarters go straight to step 3.

Note: Please remember to “save” the previous quarter’s data to an archive file prior to importing the next quarter’s data. You will have to save your subordinate unit’s new quarterly data, each quarter, into the directory that you developed at the beginning of these instructions. This is imperative, or else your data will not be automatically roll-up. If you have any questions regarding the setup please call the FORSCOM EO office at DSN 367-7348.