

*XVIII Abn Corps and Fort Bragg Circular 600-98-1

Department of the Army
HEADQUARTERS, XVIII AIRBORNE CORPS AND FORT BRAGG
Fort Bragg, NC 28307-5000

Circular
NO. 600-98-1

4 Aug 1998

Affirmative Action Plan
Expires 1 June 2002

1. Purpose. This circular presents the XVIII Airborne Corps Affirmative Action Plan (AAP). It sets forth the objectives of the Department of the Army (DA) and XVIII Airborne Corps which constitutes affirmative actions in support of the Department of the Army Equal Opportunity Program for the military.

2. References.

a. Department of Defense (DOD) Directive 1350.2, The Department of Defense Equal Opportunity Program dated Aug 95.

b. DOD Instruction 1350, 3, The Department of Defense Affirmative Action Planning and Assessment Process dated Feb 88.

c. DA Pamphlet 600-26, DA Affirmative Action Plan dated May 90.

d. AR 600-20, Chapter 6, Equal Opportunity Program in the Army dated Mar 88.

e. AR 20-1, Inspector General Activities and Procedures dated May 94.

3. Applicability. This circular applies to Commanders of XVIII Abn Corps units, all heads of HQ XVIII Abn Corps general and special staff agencies, separate units, agencies, and activities down to and including brigade and equivalent level. This plan does not apply to DOD civilians. The Equal Employment Opportunity (EEO) Office addresses affirmative actions and goals governing the civilian workforce.

a. The objective of the AAP is to identify and establish goals, responsibilities, and policies that support Army's Equal Opportunity (EO) Program. The thrust of the Army EO Program continues to be, "to firmly embed the equal opportunity function within the Army's leadership framework." Fairness, justice, and equity for all soldiers, regardless of race, color, national origin, gender, or religion are obligations of leadership and functions of command.

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b. Provide the opportunity for growth and effective utilization of the real and potential capabilities of all soldiers.

c. Correct structural imbalances, eliminate personal and institutional discrimination, and ensure opportunities for upward mobility for all qualified soldiers.

d. Improve the capability to provide a total assessment of the XVIII Abn Corps EO Program.

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

Suggested improvements. The proponent agency for this circular is the EO Office, XVIII Abn Corps (AFZA-EO). Users are invited to send comments and suggestions on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to CDR, XVIII Abn Corps, ATTN: AFZA-EO, Fort Bragg, North Carolina 28307-5000.

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4. Explanation of abbreviations and terms: Special abbreviations and terms used in this pamphlet are explained in Appendix A.

5. Scope. The provisions of this plan apply to all XVIII Abn Corps military personnel and their family members. The plan is a personnel management document; it fulfills a specific DOD requirement that military departments develop and publish comprehensive equal opportunity AAPs. It implements requirements outlined in DOD Directive 1350.2, DOD Instruction 1350.3, and AR 600-20.

6. Policy.

a. It is the policy of this command to provide equal opportunity and treatment, and an environment free of sexual harassment and other forms of discrimination, for all soldiers and their families.

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b. In support of this policy, FORSCOM will institute actions to:

(1) Provide guidance on equal opportunity policies and programs.

(2) Establish objectives and goals to measure FORSCOM progress.

(3) Create a positive atmosphere of racial harmony.

7. Responsibilities.

a. The XVIII Abn Corps commander has overall responsibility for the implementation of variable EO Programs.

b. The Corps EO Office is the primary agent within XVIII Abn Corps responsible for execution of the EO program.

c. General and special staff agencies with affirmative action responsibilities will provide information/data regarding the AAP. Each proponent will collect, monitor, analyze, and report data as required.

8. Racial and Ethnic Designation Categories (REDCAT).

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

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

9. Reporting requirements.

a. EO Complaint Summary Report

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

(a) Installation EO and IG Officers will prepare separate lists of EO complaints processed during each quarter. At the end of each quarter, EO advisors will provide their list

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with the name, social security number, and the nature of the allegation to a representative of the installation IG Office.

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

(c) The IG amends their list and prepares complainant data based on the demographic data to the EO advisor.

(2) Installations/units reporting directly to FORSCOM will submit a quarterly report of EO complaints via FORSCOM Form 1028-R, Unit Equal Opportunity Complaint Report. Cite RCS CSGPA-1471. XVIII Abn Corps Form 1028-R is available as a camera ready copy from the local forms management office. A copy of the report will be submitted to the XVIII Abn Corps EO Office, ATTN: AFZA-EO within 10 calendar days following the end of each quarter.

b. Annual Narrative and Statistical Report on Affirmative Action Progress.

(1) Installations/units reporting directly to FORSCOM will submit an annual narrative and statistical progress report IAW FORSCOM Supp 1 to AR 600-20 NLT 15 November annually. A copy of this report will also be furnished to the Corps EO Office at that time.

(2) XVIII Abn Corps staff agencies listed in paragraph 1-10 are members of the Affirmative Action Panel. As such, each is responsible for coordinating the analysis of data contained in their portion of the Affirmative Action Panel. As such, each is responsible for coordinating the analysis of data contained in their portion of the AAP with the EO office.

(a) XVIII Abn Corps EO will collect the data from subordinate commands and analyze it in all affirmative action areas except; housing, religious activities, public affairs, IG, and Quality of life/leadership issues. These agencies/AAP panel members will continue to collect and analyze their data and provide a report. The report will include a statistical review and a written assessment of the goals met/not met and why for each affirmative action.

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(b) For staff agencies not listed above, the data will be presented to the appropriate staff agency/AAP panel member to acquire any additional information/data needed to address their concerns of the analysis/review.

(c) EO progress reports from staff agencies will be submitted directly to the XVIII Abn Corps EO Office, ATTN: Operations, not later than (NLT) the 15th of the month following the reporting quarter.

c. Equal Opportunity Statistical Report. MSC at Fort Bragg Installations reporting directly to HQ XVIII Abn Corps will submit a quarterly statistical report via FORSCOM Form 1059-R, Equal Opportunity Statistical Report (See FORSCOM Suppl 1 to AR 600-20). Reports will be consolidated and arrive NLT the 15th of the month following the reporting quarter.

10. Affirmative Action Panel.

a. The HQ XVIII Abn Corps Affirmative Action Panel will be conducted quarterly. The Corps Commander or his designated representative will chair the semi-annual and annual panel and the Corps Chief of Staff two quarterly panels.

b. The recommended Affirmative Action Panel composition should consist of the following staff agencies or equivalent: Chaplain, Adjutant General, Provost Marshal, Staff Judge Advocate, Inspector General, Public Affairs, Equal Employment Opportunity, Equal Opportunity, Command Sergeant Major, Engineer (Community Homefinding, Relocation, and Referral Services Office), Retention and Reenlistment Branch, and the Community and Family Support Division.

c. The panel will:

(1) Update the Corps Commander on attainment of AAP goals and objectives met/not met and why.

(2) Recommend changes as needed.

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

AFFIRMATIVE ACTIONS.

11. SUBJECT AREA: Policy and Guidance.

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SUBJECT: The AAP and Panel.

PROPONENT: XVIII Airborne Corps & Installation EO Division.

OBJECTIVE: Assist and advise commanders and staff members in the development and maintenance of the AAP.

AFFIRMATIVE ACTION(S):

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

b. Coordinate the Affirmative Action Panel meetings IAW the Corps AAP and Commanders Guidance.

c. Provide advice and assistance to commanders on the AAP.

GOAL: Develop and maintain an AAP with clear objectives that are obtainable, reasonable, and measurable.

BASIS FOR GOAL: The XVIII Airborne Corps and Installation EO Offices are responsible for providing assistance and advice concerning the management, analysis, and development of trends.

12. SUBJECT AREA: Policy and Guidance.

SUBJECT: The AAP and Panel.

PROPONENT: Equal Opportunity Advisors (EOAs).

OBJECTIVE: Assist and advise commanders and staff members in the development and maintenance of the Brigade/Division AAP.

AFFIRMATIVE ACTION(S):

a. Provide racial, gender, ethnic group, and religious demographic of the post population to commanders. Coordinate and assist in the analysis and development of trends.

b. Coordinate the Affirmative Action Panel meetings IAW the Corps AAP and Commanders Guidance.

c. Provide advice and assistance to commanders on the AAP.

GOAL: Develop and maintain the AAP with clear objectives that are obtainable, reasonable, and measurable.

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BASIS FOR GOAL: The EOA is responsible for providing assistance and advice concerning the management, analysis, and development of trends.

13. SUBJECT AREA: Policy and Guidance.

SUBJECT: Commander's Policy Statement.

PROPONENT: Commanders at all levels.

OBJECTIVE: Each commander, upon assumption of command, will publish a policy statement reflecting his/her commitment to the EO program.

AFFIRMATIVE ACTION(S): Publish and make available to soldiers an EO Policy Statement within 30 days of assumption of command.

GOAL: Keep commander's EO Policy Statement current.

BASIS FOR GOAL: Soldiers, family members, and civilian employees perception that EO is a reality is enhanced by the commander's published statement of commitment.

14. SUBJECT AREA: Policy and Guidance.

SUBJECT: Staff Assistance and Assessment Visits (SAAV).

PROPONENT: XVIII Airborne Corps and Installation EO Division.

OBJECTIVE: Provide major subordinate commanders with SAAV.

AFFIRMATIVE ACTION(S).

a. Conduct a SAAV for each major subordinate command annually.

b. Provide SAAV at commander's request.

GOAL: Provide commanders with a current assessment of their EO Climate.

BASIS FOR GOAL: SAAVs provide the major subordinate commanders with assessment and assistance in determining the command climate and guidance concerning the development and maintenance of their EO Program.

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15. SUBJECT AREA: EO Indicators.

SUBJECT: Female Assignments.

PROPONENT: ACofS, G1 (Officers)/Adjutant General (Enlisted).

OBJECTIVE: Ensure proper assignments of women under the provision of Direct Combat Probability Coding (DCPC).

AFFIRMATIVE ACTION(S):

a. Monitor and enforce the execution of DCPC to ensure female soldiers are assigned IAW Army Policy. Continuously assess problem areas and recommend solutions.

b. Ensure female officers and enlisted, respectively, are assigned to units according to DCPC authorization/limitation.

c. Ensure that staffing documents (MTOEs/ODP) are properly coded, annually.

d. Ensure that female soldiers are assigned to positions/units authorized (coded) to be filled with females.

GOAL: Ensure females are being assigned IAW Combat Exclusion and DCPC Policies.

BASIS FOR GOAL: The Combat Exclusion and DCPC Policies affect the proper assignment and utilization of officer and enlisted women and unit readiness.

16. SUBJECT AREA: EO Indicators.

SUBJECT: Assignments.

PROPONENT: ACofS, G1 (Officers)/Adjutant General (Enlisted).

OBJECTIVE: Ensure proper assignment of minorities and women.

AFFIRMATIVE ACTION(S):

a. Ensure DA PERSCOM assigns minorities and women equitably to match Army population.

b. Ensure Corps units receive equitable share of minority and women to match Corps population.

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GOAL: Ensure minorities and females are assigned equitably.

BASIS FOR GOAL: Minorities and women are under represented in some Corps units and over represented in others.

17. SUBJECT AREA: EO Indicators.

SUBJECT: First Sergeant Duty Positions.

PROPONENT: Brigade Commanders.

OBJECTIVE: Ensure minority and female personnel receive a proportionate share of first sergeant position assignments (including separate detachment NCOs).

AFFIRMATIVE ACTION(S): Monitor and report number of personnel authorized and assigned to first sergeant position by race, ethnic group, gender, and number authorized for positions coded "male only".

GOAL: Ensure minority and female personnel share first sergeant positions proportionately.

BASIS FOR GOAL: Minorities and women are under represented in the senior enlisted grades. First Sergeant assignments are career enhancing.

18. SUBJECT AREA: EO Indicators.

SUBJECT: XO, S-3, and G-3 Duty Positions.

PROPONENT: Brigade Commanders.

OBJECTIVE: Ensure qualified minority and female soldiers are assigned XO, S-3, and G-3 positions proportionately.

AFFIRMATIVE ACTION(S): Monitor and report number of personnel authorized and assigned to XO, S-3, and G-3 positions by race, ethnic group, gender, and number authorized for positions coded "male only" on a quarterly basis.

GOAL: Ensure qualified minority and female soldiers are assigned XO, S-3, and G-3 positions proportionately.

BASIS FOR GOAL: XO, S-3 and G-3 assignments are career enhancing and are important steps in route to command positions.

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19. SUBJECT AREA: Education and Training.

SUBJECT: EOA Assignments.

PROPONENT: Senior EOA.

OBJECTIVE: Ensure EOAs are assigned to authorized positions based on priority requirements.

AFFIRMATIVE ACTION(S):

a. Coordinate with TAPA, DA, AG, and In and Out processing channels prior to actual arrival of incoming EOAs to ensure EOAs are assigned to the highest priority requirements.

b. Ensure selected EOAs demographically match the Corps military population.

GOAL: Prioritize EOA assignments.

BASIS FOR GOALS: Ensure equitable distribution to meet priority requirements. EOA assignments must be coordinated with the Senior EOA, XVIII Airborne Corps.

20. SUBJECT AREA: Education and Training.

SUBJECT: EOA Training.

PROPONENT: ACofS, G3.

OBJECTIVE: Ensure funding is available for EOA candidates to attend training.

AFFIRMATIVE ACTION(S): Provide funds for Defense Equal Opportunity Management Institute (DEOMI) selectee's as an authorized military school, based on Corps EO requirements.

GOAL: Ensure Brigade size and equivalent units and higher EOA positions are filled with school trained soldiers.

BASIS FOR GOAL: Soldiers, selected by DA for TDY with return to attend the DEOMI for assignment as an EOA, must be funded from the Installation resources.

21. SUBJECT AREA: Education and Training.

SUBJECT: EOA Training.

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PROPONENT: Commanders at all levels.

OBJECTIVE: Ensure soldiers selected for school training as EOAs are fully qualified.

AFFIRMATIVE ACTION(S): Ensure nominees are qualified in accordance with AR 600-20.

GOAL: Ensure qualified soldiers are being trained as EOAs.

BASIS FOR GOAL: Soldiers selected for EOA training must meet the prerequisites of AR 600-20 and be recommended by the first field grade officer in the chain of command.

22. SUBJECT AREA: Education and Training.

SUBJECT: Equal Opportunity Representatives (EOR).

PROPONENT: Commanders at all levels.

OBJECTIVE: Provide at a minimum one (1) EOR in every company and battalion-size unit.

AFFIRMATIVE ACTION(S):

a. Ensure at a minimum, one trained EOR is assigned to every company, battery, troop, detachment, and battalion-sized unit.

b. Ensure soldiers nominated for EOR duty meet the requirements for attendance as outlined in XVIII Airborne Corps and Fort Bragg Circular 350-8.

c. Ensure nominated soldiers demographically match the unit population.

GOAL: Ensure at a minimum, one trained EOR is in every company and battalion sized unit.

BASIS FOR GOAL: A minimum of one EOR is required in every company, battery, troop, detachment, and battalion-sized unit. XVIII Airborne Corps and Fort Bragg Circular 350-8 provides the prerequisites for nomination and selection of soldiers for attendance. The course is designed to train officers and NCOs to perform as EOR.

23. SUBJECT AREA: Education and Training.

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SUBJECT: Individual EO Training.

PROPONENT: Commanders at all levels.

OBJECTIVE: Ensure EO training is conducted IAW AR 600-20, para 6-14, to build cohesiveness, understanding, team building, and combat readiness.

AFFIRMATIVE ACTION(S):

a. Provide/participate in EO training. Incorporate at a minimum, the twelve subject areas listed in AR 600-20, para 6-14, in unit training two hours quarterly.

b. Ensure training follows the adult learning module (Discussion-based).

c. Ensure EOAs spot check, assist, evaluate, and report on EO training.

d. Ensure all newly arrived soldiers are briefed on unit EO programs/policies, and the names and locations of EO personnel, as required.

GOAL: Provide EO training to all soldiers assigned.

BASIS FOR GOAL: SAAVs have determined that EO training has not been accomplished or has been improperly conducted in many units.

24. SUBJECT AREA: EO Indicators.

SUBJECT: Military Justice.

PROPONENT: Staff Judge Advocate.

OBJECTIVE: To ensure unbiased administration of Military Justice.

AFFIRMATIVE ACTION(S):

a. Provide, quarterly, the total number of Article 15s by summarized and formal, administered by race, ethnic group, and gender.

b. Provide, quarterly, the total number of court-martials by UCMJ, article violated, by race, ethnic group, and gender.

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c. Provide, quarterly, the number of punitive discharges approved by the general court-martial convening authorities by race, ethnic group, and gender.

d. Present the data for milestones 24a, b, and c above to commanders quarterly.

GOAL: Military Justice should be administered comparable to the overall rate for the total population considered.

BASIS FOR GOAL: The presence of a disproportionate representation of minorities, ethnic groups, or gender receiving punitive actions has to be identified and analyzed for trends and causes, to address perceptions of inequity or unfairness.

25. SUBJECT AREA: EO Indicators.

SUBJECT: Criminal Actions.

PROPONENT: Provost Marshal.

OBJECTIVE: Ensure law enforcement is administered fairly, equitably, and in an unbiased manner against crime and criminal behavior.

AFFIRMATIVE ACTION(S): Develop, maintain, analyze statistics, and provide trends on crimes of violence, crimes against property, and drug offenses to include race, ethnic group, and gender offender.

GOAL: Ensure the safety and security of the Installation. Conduct law enforcement operations against crime and criminal behavior in a manner that does not target any minority group.

BASIS FOR GOAL: Minorities have been over represented as identified offenders in the areas of violent crimes, crimes against property, drug offenses, and in confinement population.

26. SUBJECT AREA: EO Indicators.

SUBJECT: Awards and Decorations.

PROPONENT: Adjutant General.

OBJECTIVE: Ensure that the program is administered equitably without regard to race, color, gender, ethnic group, or religion.

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AFFIRMATIVE ACTION(S) :

a. Receive statistical data on all awards. Furnish explanations of deviations which are greater than 15 percent above or below the expected value based on population/demographics.

b. Analyze and report deviations exceeding 15 percent for 2 consecutive quarters.

GOAL: Award approval should be comparable to the overall rate for the total population considered.

BASIS FOR GOAL: Historically, awards and decorations are important indicators of success and achievement. Minorities and women have been underrepresented in the area of awards and decorations.

27. SUBJECT AREA: EO Climate.

SUBJECT: On and Off Post Activities and Facilities.

PROPONENT: EOAs.

OBJECTIVE: Ensure that on and off post facilities and activities are inclusive of and responsive to all soldiers and family members, in regard to race, color, gender, religion, and national origin.

AFFIRMATIVE ACTION(S) :

a. Monitor and assess the equal opportunity climate of on and off post activities and facilities in regard to race, color, gender, religion, and national origin and provide an assessment as follows:

(1) On post assessments will be provided to the activity manager or facility manager for their information and/or appropriate action.

(2) Off post assessments will be provided to the appropriate staff officer for information and/or action.

b. Provide trend information to the Division and or Corps EO Office for possible inclusion into their Affirmative Action Panel meetings.

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c. Serve as EO Advisors for facility and activity meetings/councils as required.

GOAL: Ensure that soldiers and family members receive fair treatment on and off post.

BASIS FOR GOAL: Soldiers and family members participation in and use of on and off post activities and facilities are strongly related to their perception of the responsiveness and awareness of their cultural experiences and requirements based on race, color, gender, religion, and national origin.

28. SUBJECT AREA: EO Climate.

SUBJECT: Off Post Housing.

PROPONENT: Housing Division.

OBJECTIVE: Ensure that soldiers and family members at the Installation locate suitable non-discriminating off post housing.

AFFIRMATIVE ACTION(S): Maintain and provide statistics for off post housing complaints based on race, color, religion, gender, or national origin, on a quarterly basis, to the Division or Corps EO Office.

GOAL: Population considered should be able to locate suitable housing free of discrimination.

BASIS FOR GOALS: Department of the Army is committed to EO in off post housing for all soldiers regardless of race, color, religion, gender, or national origin.

29. SUBJECT AREA: EO Climate.

SUBJECT: Religious Activities.

PROPONENT: Chaplain.

OBJECTIVE: Provide religious activities that serve the needs of the military community population.

AFFIRMATIVE ACTION(S)

a. Provide services that meet the broadest expressions of religious faiths, including cultural, racial, and ethnic worship opportunities.

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b. Encourage participation by all worshippers including gender, race, ethnic, and cultural differences.

c. Assure that all assignments of chaplaincy personnel are equitable and representative of faith by group, gender, race, and cultural heritage.

GOAL: Ensure religious activities serve the needs of the military population.

BASIS FOR GOAL: Military communities are multi-cultural and pluralistic in nature. Many ethnic groups prefer to worship in their religious cultural lifestyle/tradition.

30. SUBJECT AREA: EO Climate.

SUBJECT: Special/Ethnic Observances.

PROPONENT: Commanders at all levels.

OBJECTIVE: Recognize the achievements and contributions made by members of our society of specific race, color, gender, religion, or national origin as announced annually by Department of the Army (DA).

AFFIRMATIVE ACTION(S): Incorporate culturally related displays, ethnic meals, guest speakers, and music, to include chain of command participation, for the special/ethnic observances as announced annually by DA.

GOAL: Ensure achievements and contributions made by our society are recognized.

BASIS FOR GOAL: Special/ethnic observances enhance cross cultural awareness, and promote harmony among all soldiers, family members, and the civilian work force.

31. SUBJECT AREA: EO Climate.

SUBJECT: Media Coverage.

PROPONENT: Public Affairs Office.

OBJECTIVE: Publicize affirmative action policies, activities, and events concerning Installation personnel to internal and external audiences.

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AFFIRMATIVE ACTION(S) :

a. Work closely with the local and national media to encourage positive coverage of all soldiers, family members, and civilian employees.

b. Work with other PAOs to publish accomplishments of soldiers, family members, and civilian employees as required.

c. Inform public of new policies and developments in the EO program through news releases as required.

d. Maintain media coverage for ethnic observances and significant events concerning minorities and women.

GOAL: Keep internal and external audiences aware of affirmative action policies, activities, and events concerning population considered.

BASIS FOR GOAL: Action is required by AR 600-20,w/FORSCOM Supplement 1.

(AFZA-EO/DSN 6-2123)

FOR THE COMMANDER:

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