TAB: A APPENDIX: 5
TOPIC: Equal Opportunity DATE ORIGINAL PUBLISHED: 12 OCT 06
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AFYB-EO 12 October 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Standing Operating Procedures (SOP)

1. REFERENCES:

a. AR 600-20, Army Command Policy, 7 June 2006.

b. III CORPS FH REG 600-21, Active Component Training, 15 April 2001.

2. PURPOSE AND SCOPE. This is the official Standard Operating Procedures for, Fires Brigade (EO) Office.

3. APPLICABILITY. The SOP applies to all personnel assigned or attached to Fires Brigade. All such personnel are required to become familiar with the guidance contained herein:

a. Identify the EO organizational structure.

b. To outline the duties and responsibilities of the Fires Brigade EO Advisor.

c. Appendixes outlining EO training events and support requirements.

4. MISSION AND FUNCTIONS:

a. Mission. Serve as the commander's representative and primary staff advisor on matters pertaining to equal opportunity and fair treatment of all assigned, attached, and tenant military personnel and their dependents, regardless of color, race, religion, gender, or national origin.

b. Functions:

(1) Serves as the commander's personal representative and primary staff advisor and maintains an active rapport with the commander pertaining to all EO matters.

(2) Plans, implements, executes, and monitors the Fires Brigade EO Education Program consisting of the following:

(a) 80-Hour Equal Opportunity Representative Course (EORC).

(b) Quarterly Training.

(c) Ethnic Observances.

(d) Monthly Reports.

(e) Formal/Informal Complaint Process.

(3) Researches, updates, and prepares instructional materials based on the contributions of all genders, races, religions and ethnic groups to be used in the Equal Opportunity Education Program.

(4) Plan, budget, and produce training aids to conduct small group facilitator level training.

(5) Compiles and reports the Quarterly Narrative and Statistical Report (QNSR).

5. BRIGADE EO ORGANIZATION:

a. Brigade level staffing:

(1) Brigade-level staffing: SFC, an advisor for each of the Divisional Brigades.

6. RESPONSIBILITIES:

a. **Brigade EOA.** Performs his or her duties as delineated in AR 600-20 to include the following:

(1) Serves as their respective brigade commander's eyes and ears in all aspects of the EO program.

(2) Monitors the climate of the units within the brigade.

(3) Monitors and assists in conducting EO Training as directed by AR 600-20 and FH REG 600-21.

(4) Ensures that EO Staff Assistance Visits are conducted IAW AR 600-20.

(5) Ensures that command climate surveys are completed IAW AR 600-20.

(6) Monitors and ensures commanders are aware of EOR requirements.

(7) Monitors EORs and their unit's EO Training Schedules within the brigade; notifies the division of all upcoming EO Training for their units.

(8) Conducts Brigade Executive Co2 per guidance of the brigade commander.

(9) Maintains rapport with Division EO Office.

(10) Serves as the lead EOA for the designated observance for their brigade; provides updates to the Division Operations NCO.

(11) Submits QNSR in accordance with quarterly published memorandum by the Division EO Training NCO and Division FRAGO.

(12) Notifies the Operation NCO of all Formal Complaints and provides status reports as directed by the SOP for Formal Complaints.

(13) Briefs all investigating officers (IO) who are conducting an AR 15-6 as a result of an EO complaint, both Formal and Informal; provides the IO with the standard EO Investigating Binder.

(14) Inputs and updates the DA EO database with Formal and Informal Complaints, Training Information, EOR Information, Key Leaders Information, etc. as directed by the DA EO database SOP.

(15) Teaches at the EORC and SGFC as needed.

(16) Serves as an instructor for EOA training as directed by the Division EO Training Schedule.

(17) Publish and posts EO policy letters with the brigade commander's signature. Per AR 600-20, separate written policy letters are required for EO, POSH, and EO Complaint Procedures.

(18) Submit names for EORC; ensures exception to policy letters are submitted to the Division EO Office prior to commencement of courses.

7. Administrative Instructions:

.a. LEAVE/PASS – The EOAs will coordinate with their respective command for leave or pass. **EOAs will notify the Division EO Office of all approved leaves and passes in order to facilitate EOA coverage.**

8. Point of contact for this SOP is the under assigned.

WALTER A. PRESTON
SFC(P), USA
Division EO NCOIC

ANNEXES:
Annex 1 - Reports
Appendix A: QNSR
Appendix B: Monthly Reports
Annex 2 - Training
Appendix C: EORC
Annex 3 – Ethnic Observances

ANNEX 1: Reports

1. PURPOSE. Establish policies and procedures to execute and manage the reporting requirements.

2. REFERENCE. AR 600-20, Army Command Policy, 7 June 2006.

3. Reports: The EOAs will gather the data from all assigned and attached units, and submit to the Division EO Office.

APPENDIX A: Quarterly Narrative and Statistical Report (QNSR)

1. Requirement. All assigned and attached units under the operational control of Fires Brigade will submit the QNSR to the Fires Brigade EOA. A brief will be presented to the Fires Brigade Commander quarterly.

2. Background. The QNSR is a compilation of information with regard to race and ethnic designation categories (REDCAT). All MACOM units must submit QNSR information to the Department of the Army (DA) quarterly. **The QNSR data is compiled as of the 15th day in last month of the quarter**. Each brigade Equal Opportunity Advisor (EOA) should assign their respective units a suspense date to ensure adequate time to review the data before submitting their report to the Division EOA training NCO. The QNSR suspense date to the Division EOA Training NCO is the 1st working day of the month following the end of the quarter. Detailed information on unit procedures is provided in the Division QNSR SOP.

3. Preparation Phase.

a. Brigade EOAs:

(1) Train unit EORs on the preparation of QNSR at the Company and Battalion Level.

(2) Provide EORs with the HR/EO Database, User Form.

(3) Notify EORs of FRAGO and suspense requirements.

4. Execution Phase.

a. Brigade EOA:

(1) Compile information from companies and/or battalions.

(2) Analyze trends for discussion with Brigade Commander.

(3) Complete the Remarks Page of the QNSR IAW QNSR SOP.

(4) Brief Brigade Commander and get signature on the QNSR.

5. Suspense: Failure to meet the QNSR suspense to the Division EO Office will result in immediate notification to the appropriate Brigade Commander for action/resolution.

6. Point of contact is SFC Preston, Fires Brigade EOA, **walter.preston@us.army.mil**

APPENDIX B: Monthly Reports

1. **Monthly Report**: The monthly demographics report provides the Fires Brigade Commander and the Commanding General with a snapshot of ethnic background and gender. Each brigade's monthly report will be consolidated into the Division's Monthly demographics report.

a. The report will be submitted not later than 27th of every month.

b. Reports will be submitted via SIPR email to the Division's EO Operations NCO.

(1) EOA Listing: Confirm location and contact phone number. Submit changes as needed.

(2) Formal Complaints: Self explanatory.

(3) Informal Complaints; Self explanatory.

(4) Ongoing Training: Address any working observances; address any scheduled training for the future; address any command climate surveys conducted/scheduled, etc.

2. **Monthly Complaint Tracker**: submitted in conjunction with the monthly report. The information is "For Official Use Only" by the Division EO Office. Both Formal and Informal information will be tracked accordingly.

3. Point of contact is SFC(P) Preston, Fires Brigade EOA, email: **walter.preston@us.army.mil**.

ANNEX 2: Training Courses

1. PURPOSE: Establish policies and procedures to execute and manage the Division EO Training Requirements. The Division EO Training NCO has oversight of the EO Representative Course (EORC).

2. REFERENCES:

   a. AR 600-20, Army Command Policy, 7 June 2006.

   b. FH III CORPS REG 600-21, 15 April 2001.

3. SCOPE: The Fires Brigade EOA will execute and enforce the provisions of this SOP.

4. GENERAL: This SOP gives guidelines on EO Training Courses.

APPENDIX C: Equal Opportunity Representative Course (EORC)

1. Prerequisites. Students must:

a. Be recommended by the unit commander based on demonstrated ability and support of EO.

b. Be a SGT(P) through 1LT IAW AR 600-20.

c. Be exempt from all unit functions and duties for the length of the course.

d. Have one year retain ability in the unit upon completion of the course.

2. **Preparation Phase**:

a. Brigade EOAs:

(1) Coordinate with the Division EO Training NCO on availability for EORC instruction.

(2) Disseminate EORC notification memorandum down to company level.

(3) Monitor EOR unit requirements within their brigade.

(4) Submit student information to Division EO office NLT the suspense date provided on the EORC FRAGO/Memorandum.

3. **Execution Phase**:

b. Brigade EOA:

(1) Conduct instruction as directed by the EORC schedule.

(2) Coordinate with another EOA for instructor replacement, if necessary, and notify the EO Training NCO of changes.

(3) Brief EO badge on the first instruction day.

(4) Setup equipment on scheduled instruction day.

(5) Secure all equipment on end of scheduled instruction day.

(6) Brief the EO Training NCO on any course miscommunication, student tardiness, and/or incongruent student behavior.

(7) Assist in setup on graduation day. EOA attendance is required.

4. Testing. At the end of course, a closed-book test is administered.

a. Students are provided a review. Typically, the review will take place the morning of the test date. After the review, the students are afforded a couple of hours for study time.

b. The test is administered on the last day of the EORC using a bubble sheet. The test consists of 42 questions and soldiers have an hour in which to complete the test.

c. The grading will take place immediately after all students have completed the testing.

d. Upon completion of grading, students are brought back into the classroom. Last four digits of SSN will be called off and score will be provided.

e. Retesting: Soldier(s) who fail the initial test, will be brought in and an additional review will be administered by the EO Training NCO. Once the review is complete, the student will retest. If the student is unsuccessful, the EO Training NCO will notify the DIV EO PM/NCOIC of student academic failure.

5. Failure to Adapt or Repair: All students are selected by their commanders to attend the EORC based on positive attributes and characteristics reflective of what the EO program is all about. An EOA, who at any time, observes behavior by a student, which is inconsistent with the EO program, he or she will immediately notify the EO Training NCO. Upon validation of the behavior by the EO Training NCO, the EO Training NCO will (along with the servicing Brigade EOA):

a. 1st Corrective Action: Initiate and provide a written counseling to the student. The counseling must address incongruent behavior that is inconsistent with EO, and courses of action to eliminate incongruent behavior. The student will be advised that their chain of command will be notified. The student will also be advised that subsequent displays of questionable behavior will be referred to the EO NCOIC and PM.

b. 2d Corrective Action: The EO Training NCO will initiate and provide written counseling to the student. The counseling will reflect on the continued incongruent behavior and will serve as notification to the student that it is being referred to the Division EO PM/NCOIC for action as deemed necessary. The EO Training NCO will submit the initial and subsequent counseling of the student and to the EO PM/NCOIC. The EO Training NCO will present proposed courses of action to address the continued incongruent behavior, which can include dismissal from the course.

6. Voluntary/Unit-directed Disenrollment: Soldiers may be disenrolled provided a memorandum signed by the brigade-level commander or first 06 in the soldier's chain of command is submitted to the MND-B EO Office. Soldiers who are no shows/failure to report on any given course day will be identified and the appropriate brigade will be notified immediately.

7. Classroom Requirement: Students who miss more than one hour of class room time will be disenrolled for lack of participation.

ANNEX 3: Ethnic Observances

1. PURPOSE. Establish policies and procedures to execute and manage the Brigade level ethnic observances.

2. REFERENCE. AR 600-20, Army Command Policy, 7 June 2006.

3. GENERAL. Brigade EOAs will host their own Brigade-Level Observances.. **Brigade EOAs are required to submit a read-ahead packet (program, flyer, and biography of guest speaker) of their observance to the Division EO Office 6 days prior to the event.** DA mandated observances are as follows:

a. Martin Luther King – 3d Week of January.

b. Black History month – Month of February.

c. Women's History Month – Month of March.

d. **Day's of Remembrance –** Designated week in April/May timeframe.

e. Asian Pacific Heritage Month – Month of May.

f. Women's Equality Day – 26 August.

g. National Hispanic Heritage Month – 15 September - 15 October.

i. National Native American Indian Heritage Month – Month of November.

4. RESPONSIBILITY.

a. Brigades assigned/attached to the Division will host their own Ethnic Observances to promote cultural diversity:

(1) Delineate a planning schedule with timeline objectives and IPRs.

(2) Designate a budget per observance and order appropriate resources 60 days prior to event.

(3) Monitor the planning phase by conducting IPRs.

(4) Conduct IPR with the appropriate command group representative as directed.

(5) Publish program, flyer, narration and itinerary.

(6) Submit proposed observance program, flyer and itinerary of guest speaker to the command group using NLT 20 days prior to the ceremony.

b. The Division EO Office.

(1) **Preparation Phase**:

(a) Within 180 days, provide nominations of guest speakers. Nominated guest speakers must be articulate and a good steward of the EO philosophy. The nominated guest speaker cannot have a

criminal past, a political agenda, or incite propaganda that goes against the EO program. It is imperative for the EOA to conduct extensive background research and, at a minimum, have heard the individual provide a keynote speech, regardless of topic. Draft a letter requesting keynote speech to the selected individual.

(b) Draft and disseminate a memorandum to secure a location for the observance. **Coordinate rehearsal dates as well.**

(c) Draft and disseminate a memorandum to secure the appropriate flags. The point of contact for the flag(s) request is the Division Commandant's office.

(d) Draft and email a flyer identifying observance, date, time, and location; ensure the document is proofed prior to dissemination.

(e) Request 4ID Band, if necessary.

(f) Draft and publish a memorandum for PAO support. The support will consist of, as a minimum, a Frontline notice for the upcoming observance at least four weeks prior and coverage the day of the observance.

(g) Draft proposed itinerary for guest speaker, regardless if the speaker is civilian or military. The itinerary is briefed at the IPRs and forwarded to the Protocol Office if command group involvement required.

(h) Create poster-size signs to promote the specific observance. Submit documents to the night shift of the Fires Brigade S-2.

(i) Provide a draft copy of program to the Program Manager/NCOIC for review and printing requirements NLT 20 days prior to the observance.

(j) Select a memento for the guest speaker. The total cost for memento(s) cannot exceed $245.00.

(k) Select entertainment or develop a slide presentation as part of the observance program.

(l) Purchase or print banners for display at the DFAC.

(m) Prepare certificates for participants of the program, ie entertainers, singers, detail.

(n) Provide a copy of biography, digital photo and speech from the guest speaker and use for flyer, program and Read-ahead packet.

(o) Secure a copy of the 4ID Song and The Army Song for end of observance or use the 4ID Band.

(p) Conduct an inventory of all equipment need for execution of observance.

(q) Arrange for availability of an appropriate number of chairs on-hand. Design nametags for VIP seating.

(r) Draft and submit a memorandum to the G4, Food Service Section (SGM Smith/CW3 Francois) for food sampling and sheet of cake. Identify specific food items, date required, time pickup and point of contact.

(2) **Execution Phase**.

(a) Execute rehearsal of observance as scheduled.

(b) Secure flags from the designated place of pickup (at least 3 hours prior) if required.

(c) Inventory items to transport: programs, automation equipment, extra resources.

(d) Display a poster at the entry of the observance site, DMain, PX, and DFACs.

(e) Have written program in a binder with commander's remarks tabbed.

(f) Have guest speaker remarks available/talk or walk through the sequence of events with the guest speaker.

(g) Test automation equipment prior to commencement of observance.

(h) Ensure host commander (if applicable) receives a walk through of sequence of events.
(i) Secure food items one hour prior to commencement of ceremony.

(3) **After Action Phase**.

(a) Conduct a thorough walk through to secure equipment.

(b) Ensure flags are returned and hand receipt is received.

(c) Draft a thank you letter for the guest speaker/entertainers for the Host Brigade Commander's signature.

(d) Conduct an AAR with the observance committee.

5. The preparation and execution phases will vary based on observance location, command visibility of the observance and type of observance.

EXHIBITS
Ethnic Observance CD
With Schedule and Memo Samples

ETHNIC OBSERVANCE PLANNING SCHEDULE

DAY	ACTIVITY	POC	REMARKS
180	Identify Project Officer (If Applicable)		
180	IPR w/EOAs for Brainstorming; w/PM for initial discussion		
180	Nominative Guest Speaker Research/Recommendation		
120	Letter Request for Guest Speaker		
90	Confirm guest speaker		
90	Identify Entertainment (dancers, displays, MC, singers, Chaplain etc)		
90	Reserve Location/Site (Inclement Weather site if an outdoor event is scheduled)		
90	IPR # 1 to FIRES BDE EOA	FIRES BDE EOA	
90	Confirm Theme	ODCSPER/DEOMI Web	
90	Draft Slide Presentation (Program Option)		
80	Meet with volunteers; Observe practices regularly.		
60	Request state flags	4TH ID, Commandant	
60	Request 4ID Band		
60	Request PAO Support: See Preparation Phase		
60	IPR # 2 to FIRES BDE EOA	FIRES BDE EOA	
45	Draft Invitations to Protocol		
30	Memento for guest speaker		
30	IPR # 3 to FIRES BDE EOA	FIRES BDE EOA	
20	IPR # 4 to FIRES BDE EOA/ Put together read ahead packet	FIRES BDE EOA	
20	Distribute Approved Flyers/Pams		
20	Distribute Posters		
20	Guest speaker itinerary Fwd		
15	Inventory Required Items		
15	Read Ahead Packets to CMD GRP		
15	Program Printing		
10	IPR #5 to FIRES BDE EOA		

10	Plague pickup		
5	IPR #6 (At discretion of FIRES BDE EOA		
5	Complete RSVP list fwd according to Invitation	Protocol @	
0	Execution Phase		
T+14	AAR		