

# Oklahoma Army National Guard Equal Opportunity Program



**Standard Operating Procedures  
Version 1  
December 2020**

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## **Chapter 1**

### **Oklahoma Army National Guard Equal Opportunity (EO) Program**

#### **1-1 References.**

- a. DoD Directive 1020.03E Diversity Management and Equal Opportunity in the DoD, dtd 08 June 2015.
- b. DoD Instruction 1020.03 Harassment Prevention and Response in the Armed Forces, dtd 08 February 2018.
- c. AR 600-20 Army Command Policy, dtd 24 July 2020.
- d. AR 350-1 Table F-1, dtd 10 December 2017.
- e. AD 2018-07-6 Prioritizing Efforts, dtd 25 May 2018.
- f. AD 2018-23 Improving the Effectiveness of Essential and Important Army Programs: Equal Opportunity, dtd 08 November 2018.
- g. AD 2013-20 Assessing Officers and Non-Commissioned Officers on Fostering Climates of Dignity and Respect and on Adhering to the Sexual Harassment/Assault Response and Prevention Program, dtd 27 September 2013
- h. CNGBM&I 9601.01 Discrimination Complaint Process/Program.
- i. CNGBM&I 9600.01 Alternative Dispute Resolution Policy/Program.
- j. NGB 600-21 Equal Opportunity Program in the Army National Guard, dtd 22 May 2017.
- k. NGB Command Climate Assessment Policy Memorandum, dtd 06 August 2018.

#### **1-2 Purpose.**

This regulation establishes the Oklahoma Army National Guard Equal Opportunity Program and sets the standard operating procedures for EO process and practices within the Oklahoma National Guard.

#### **1-3 Policy.**

The Oklahoma National Guard is committed to Equal Opportunity (EO) for all military members. Discrimination is prohibited and will not be practiced or condoned. All military members are afforded equal opportunity in an environment free from discrimination on the basis of race, color, national origin, religion, sex (includes gender identity), sexual harassment, and sexual orientation. Equal Opportunity is critical to mission accomplishment, unit cohesiveness, and military readiness. We must work together to achieve a human relations culture of fairness and transparency, where military members are evaluated only on individual merits, fitness, capability, and performance.

#### **1-4 Applicability.**

This instruction applies to everyone in the Oklahoma Army National Guard. It also applies to beneficiaries of services of the Army National Guard (ARNG) in programs receiving Federal financial assistance.

- a. This Standard Operating Procedure (SOP) applies to all Oklahoma National Guard personnel serving in a Title 32 status (AGR, M-Day, State Active Duty, and Dual-Status Technicians when activities occur while the member is in a Military Pay Status or concerns Fitness for Duty), and includes off duty conduct that affects the military workplace.

b. Title 5 Technicians and activities involving Title 32 Federal Technicians in their technician position are not considered within this regulation and will follow the EEO Complaint Procedures and Process.

**1-5 Role and Responsibility of the Commander.** Equal Opportunity is a Commander's Program. Commanders at all levels are personally responsible and accountable for the EO climate within their units and ensure that the policies of the Adjutant General in accordance with this regulation are adhered to in their organizations. Specifically:

- a. Ensure that personnel are fully aware of procedures for obtaining redress of complaints, including those against members of the chain of command. These procedures will be in writing and prominently displayed.
- b. Recognize and assess indicators of institutional and individual discrimination and implement remedies to eliminate and prevent discrimination and sexual harassment.
- c. Conduct fact-finding or inquiry whenever an allegation of discrimination is brought to their attention. Act promptly to initiate corrective actions.
- d. Ensure an Equal Opportunity Advisor (EOA), at the MSC level, is assigned to their special staff. EOA's must attend staff meetings, and be included in unit training exercises and deployments in order to accomplish the Commanders EO mission. Battalion level and below commanders will review and appoint Equal Opportunity Leaders (EOLs) in writing biennially. See Appendix C.
- e. Utilize EOAs and EOLs in direct support of the EO program. Post EO personnel photo and contact information in a visible location.
- f. Ensure compliance of the Defense Equal Opportunity Climate Survey (DEOCS) requirements and develop EO Action Plans for their organization to support a healthy command climate.
- g. Ensure EO Staff Assisted Visits (SAVs) are conducted for subordinate commands at least annually or as required IAW para 1-11.

**1-6 Role and Responsibility of the Human Resources Equal Opportunity Officer (HREO).**

The HREO will hold the rank of Major or higher; and manages and coordinates the Adjutant Generals EO Program ensuring the EO program complies with all ARNG EO policies and directives. The HREO will not hold any other positions of leadership that may subsequently disqualify them from being impartial or perceived as impartial. The HREO will attend the Defense Equal Opportunity Management Institute (DEOMI) within one year of selection. The HREO advises and assists with the discrimination process and supports commanders on EO related issues, merits, and the processing of discrimination complaints. The HREO is responsible for ensuring the EOA roles and responsibilities meet the intent of the State EO program.

**1-7 Role and Responsibility of the State Equal Employment Manager (SEEM).**

The SEEM is the central point of contact for all complaints of discrimination between the State and National Guard Bureau. Responsibilities include maintaining a database with all open and closed complaints, monitoring and tracking the progress of all open complaints, timely reporting/coordinating/notification of all Informal Resolution Requests (IRR) and Formal Resolution Requests (FRR) complaints to the NGB-EO-CMA, and

coordinating with the state HREO or EOA's to ensure complaints are properly and timely processed.

### **1-8 Role and Responsibility of the Equal Opportunity Advisor (EOA).**

EOA's are DEOMI trained Soldiers and cultural change agents who advise and support Commanders at the State/MSA level on EO related issues. They are guardians of the EO complaint process.

a. EOAs will be assigned to the special staff of commanders at installations, organizations, and agencies that are brigade level and higher. Assignments may be an additional duty if properly documented on an appointment memorandum (Appendix C). EOAs will not be assigned duties that interfere with their EO responsibilities. EOAs should not perform duties that may subsequently disqualify them from being impartial or being perceived as impartial. Serving in leadership positions such as brigade S-1, unit first sergeant, detachment NCOIC, or platoon sergeant while serving as an HREO or EOA is highly discouraged. EO professionals do not have confidentiality and will not serve as a Victim Advocate (VA) or any other collateral duty in the Sexual Harassment/Assault Response & Prevention (SHARP) program.

b. Minimum grades for EO advisors are:

- (1) Officer: Captain (O-3)
- (2) Warrant: Chief Warrant Officer Two (CW2)
- (3) Enlisted: Sergeant First Class (E-7)

c. Duties include: advise, process and report EO complaints, train and support EOL's, assist commanders with analyzing the DEOCS in order to plan and evaluate the EO program, assist commanders in assessing, planning, and conducting unit EO training, and conduct subordinate unit SAVs.

### **1-9 Role and Responsibility of the Equal Opportunity Leader (EOL).**

EOL's are EOLC trained unit members who assist commanders (BN and below) in carrying out the EO Program within the units.

a. Minimum grade for EO leaders is Sergeant (E-5) promotable or above.

b. Duties include: EO policy and procedure review, prepare and assist commanders with conducting EO training, aid in the recognition of detractors from a healthy unit EO climate.

### **1-10 EO Professional (EOA and EOL's) Selection and Vetting.**

EO Professionals will have a record of outstanding duty performance and a history of stability in personal affairs IAW NGR 600-21 para 3-1a(2).

a. EO professionals do not have confidentiality and will not serve as a Victim Advocate (VA) or any other collateral duty in the Sexual Assault Prevention and Response (SAPR) program.

b. EO is a Commanders Program, therefore, the Commander must be involved in the selection and recommendation of the EO position to ensure that the best qualified and committed Soldiers perform this sensitive task.

c. EOA's will be vetted by the SEEM, the vetting process will include a personal interview and review of the last three evaluations. The SEEM will then provide an endorsement letter to the MSA in order to enable the EOA to enroll and attend DEOMI.

d. EOL's will be appointed by the unit Commander and vetted through the MSC EOA.

#### **1-11 Staff Assisted Visits (SAV).**

EOA's will conduct SAV's to subordinate commands at least annually. EOA's are strongly encouraged to allot time to mentor and train subordinate EOA's or EOL's for the purposes of ensuring a healthy command climate that promotes inclusion and discourages discrimination.

#### **1-12 Professional Sphere of Influence.**

Equal Opportunity professionals will make a deliberate effort to educate themselves on other special programs within the Oklahoma National Guard in order to provide resources and support to inquiries that fall outside of the EO purview. Special programs include the Inspector General (IG) Office, Sexual Assault Response Program, and the Resilience, Risk Reduction, and Suicide Prevention (R3SP) program. The R3SP program also offers tools through the Unit Risk Inventory (URI) that complement the command climate survey.

#### **1-13 Annual Narrative and Statistical Report (ANSR) on EO Progress.**

The ANSR on Equal Opportunity reflects the progress commanders and the EO personnel made in achieving the established EO readiness goals. The ANSR includes the Adjutant General's assessment of the overall human relations climate. All MSC EOAs will submit an ANSR (minus TAG assessment) to the JFHQs at the end of the fiscal year. The Senior Enlisted EOA will review subordinate commands ANSRs and consolidate. HREO, with SEEM oversight, will assist TAG in preparing the ANSR and forward NGB. This report will cover the preceding fiscal year and is due not later than 15 December each year.

- a. ANSR reports will include, at a minimum, the following information:
- (1) Complaint summary information. Total number of formal complaints listed by basis. Data will include the complaint's disposition
  - (2) Equal opportunity advisors by unit. Listing of all required EOAs and whether they are trained.
  - (3) Number of Staff Assistance Visits. Listing of the number of SAVs required and completed.
  - (4) Listing of EOLs. Listing trained EOLs.
  - (5) Number of DEOCS completed. Listing of all climate surveys completed.
  - (6) Listing of training completed. Listing of required unit training.
  - (7) Tag assessment. The Adjutant General's assessment of the overall human relations climate

#### **1-14 Special Recognition Observances.**

Commanders, EOA's and EOL's are encouraged to utilize a variety of methods to promote and recognize special observances to include setting up expositions and displays, coordinating special music programs, highlighting observances through presentations, and/or tailoring unit meals to bring attention to special observations.

IAW DoD Directive 1020.02E and NGB 600-21, the OK ARNG recognizes the following special commemorations and ethnic observances:

- (1) Dr. Martin Luther King, Jr. Day
- (2) African American/Black History Month
- (3) Women's History Month
- (4) "Days of Remembrance" for Victims of the Holocaust
- (5) Asian Pacific Heritage Month
- (6) LGBT Pride Month
- (7) Women's Equality Day
- (8) National Hispanic Heritage Month
- (9) National Native American Indian Heritage Month

## **Chapter 2**

### **Oklahoma Army National Guard Command Climate Program**

#### **2-1 Overview.**

The Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) is a confidential, command-requested organization development survey focusing on issues of organizational effectiveness, equal opportunity, and sexual assault response and prevention. The DEOCS program is managed and administered by the Office of People Analytics (OPA), a DoD Component under the Office of the Under Secretary of Defense for Personnel and Readiness and the Defense Human Resources Activity.

- a. The core survey contains 56 items/questions. That number can vary depending on demographic selections in the beginning of the survey. The survey has three major groupings: Organizational Effectiveness (OE), Equal Opportunity/Equal Employment Opportunity (EO/EEO)/Fair Treatment, and Sexual Assault Prevention & Response (SAPR).
- b. The DEOCS is a unit-level assessment tool. A minimum of 16 responses are required to generate a DEOCS report. If you have fewer than 16 assigned personnel, an alternative method such as interviews or focus groups should be used.
- c. Commanders will conduct a command climate assessment and unit training needs assessment using the DEOCS within 120 days of assuming command, and complete an assessment every 12 months thereafter IAW Army Directive 2013-29.
- d. Commanders must use other assessment methods to validate their DEOCS findings, which include the use of interviews, facilitated small group discussions, focus groups, sensing sessions, trend analysis of records and reports, Unit Risk Inventory, and staff assistance visits for the purposes of building the Commanders Equal Opportunity Action Plan. See Appendix H.

#### **2-2 Planning, Requesting, and Conducting a DEOCS.**

- a. Survey Administrators: Only trained EOA's will request and administer the DEOCS. EOA's will prepare assessment analysis and discuss results with Commanders. DEOCS is just one of many tools available to support commanders in building the commanders EO Action Plan. EOA's will monitor DEOCS' status and ensure compliance across their scope of responsibility.
- b. Prior to submitting a request for the DEOCS, EOA's will obtain the desired outcome from the requesting Commander in order to establish the parameters of the assessment (i.e. key areas of emphasis, potential problems, and who will be involved in the survey). EOA's will discuss options with the commanders in selecting the Locally Developed Questions (LDQ) and Short Answer Questions (SAQ) from the attached list, Appendix's K and L. EOA's will work with a Unit POC to complete the DEOCS request form, Appendix J.
- c. Commanders, supported by the unit EOL, are strongly encouraged to conduct a commander's in-brief prior to administering the DEOCS to their units. The public endorsement of the organization's DEOCS by leaders emphasizes the importance and positively increases participation. Moreover, higher participation rates provide a more accurate picture of the organization's climate. Some of the methods leaders can use to

publicly endorse the organization's assessment include providing a memorandum outlining the purpose and importance of participation, and conducting town hall type gatherings to answer and respond to questions participants may have prior to carrying out the assessment. The use of email and other types of media available to unit members expands a commander's ability to keep geographically separated members informed of the unit survey and access to participation.

### **2-3 DEOCS Executive Summary.**

Results from the DEOCS will be provided to the requesting Commander, the next higher level of command, and the State Equity and Inclusion office. EOA's will develop a memorandum for record that provides a rollup analysis of the DEOCS results to their supported commander(s).

### **2-4 The Commanders Outbrief.**

a. Commanders share the findings of the assessment and the plan of action to create transparency. When commanders share assessment information with members and change occurs, this increases the trust and honest participation in future assessments.

b. IAW AR 600-20 para 6-3i(14), Commanders will provide timely feedback to subordinates within 60 days of receipt of the command climate survey results. The commander will plan for two out-briefs. One out-brief to inform the senior commander of the climate assessment findings and to lay out their plan of action to resolve any identified problems. The next briefing will be to their unit.

## **Chapter 3**

### **Equal Opportunity (EO) Training**

#### **3-1 Overview**

IAW AR 350-1, unit commanders will utilize the EO command mandatory Training Support Packages (TSPs) prepared by the EO training proponent maintained on the Central Army Registry (CAR). The EO TSP will include EO mandatory topics and additional EO topics for consideration by the commander in line with the EO Action Plan. EO Training will be interactive and discussion based. Only trained EOA's or EOL's will facilitate and support the commanders EO training plan.

#### **3-2 Training Frequency**

Commanders will conduct mandatory EO training semiannually (includes annual Treatment of Persons training). Treatment of Persons is defined as "Hazing, bullying, and other behaviors that undermine dignity and respect".

#### **3-3 Training Support Packages (TSP)**

EO trainers will utilize the EO command mandatory Training Support Packages (TSPs) prepared by the EO training proponent maintained on [The Army Central Registry \(CAR\)](#) IAW AR 350-1. EO and Treatment of Persons TSPs can be found on the CAR website. TSPs are the foundation of EO and Treatment of Persons training. EO training should be interactive and discussion based in nature. Commanders will determine additional necessary EO topics by consulting their unit EOA/EOL's, referring to focused areas of emphasis from command climate surveys, and the Commander's EO Action Plan.

#### **3-4 Training Documentation**

It is the policy of the Oklahoma National Guard and The Adjutant General that all Army EO training will be documented on Unit Training Schedules and in Digital Training Management System (DTMS). This includes utilizing the Training and Evaluation Overview (TE&O) and capturing a roster of attendance. EO Training will be recorded using DTMS Task Number (DA-CMT10).

## Chapter 4 Equal Opportunity (EO) Complaint Process

### 4-1. Procedures.

All Oklahoma National Guard members serving on a Title 32 status who believe they have been discriminated against based on race, color, national origin, religion, sex (includes gender identity), sexual harassment, sexual orientation, reprisal, or who believe they have been the victim of harassment may file a request to resolve discrimination allegations. Complainants have two options when filing an EO complaint, Alternative Dispute Resolution, or filing a complaint through an NGB Form 333. All EO inquiries to an EOA will be documented on a memorandum for record (MFR) and reported to the SEEM. MFR template can be found in Appendix D.

**a. Alternative Dispute Resolution (ADR).** ADR is available to the complainant throughout the entire complaint process. The purpose of ADR is to resolve the dispute at the earliest stage feasible, by the fastest and least expensive method possible and at the lowest possible organizational level in order to allow the chain of command the opportunity to resolve an issue before the need for a complaint is necessary. The State Equal Employment Manager will manage and facilitate ADR for the state.

**b. Military Equal Opportunity Complaints.** EO complaints will be completed using the NGB Form 333, which will be the record for ensuring the complaint process is followed.

**c. Informal Resolution Request (IRR).** All documented EO complaints will start at the IRR process in order to allow the next level command an opportunity to provide remedy to the complainant. The next higher commander has the option to appoint an investigation officer to conduct a Leadership Inquiry (as known as a Commander's Inquiry) or AR 15-6. See Appendix G. At the end of the IRR process, the complainant has the final say in determining whether to accept, withdraw, or request a Formal Resolution Request (FRR).

**d. A Formal Resolution Request (FRR)** means that NGB has official oversight of the complaint and will require the state to complete an AR 15-6 investigation into the allegation(s).

**e. Remaining Anonymous.** All complainants who wish to remain anonymous from the Alleged Discrimination Offender (ADO) must notify the State Equal Employment Manager (SEEM), or an Equal Opportunity Advisor (EOA), when first initiating an inquiry into the EO program or process. Anonymity is only available through the informal resolution process; once a complaint moves forward as formal the complainant is no longer anonymous.

**f. Anonymity exceptions.** Anonymity cannot be guaranteed in cases where unlawful conduct is disclosed or when an allegation is so egregious that the chain of command must be notified. Communication with the EOA is considered "protected communication" meaning that complainants are free from reprisal for inquiring or preparing a complaint but does not preclude an EOA from discussing EO related issues with their commander.

**g. State Representatives.** The Oklahoma National Guard, or complainant, may have a representative to advocate for their interests throughout the resolution process as long as that person is willing and available to serve and is not otherwise disqualified. The Oklahoma National Guard representative may or may not be an attorney.

**h. Reprisal.** No employee or Soldier may take or threaten to take an unfavorable personnel action, or to withhold or threaten to withhold a favorable personnel action, in reprisal against any Soldier for making or preparing a protected communication.

**i. Reprisal Prevention Plan.** The chain of command will ensure complainants are protected from reprisal or retaliation for filing EO complaints. The lowest level commander will initiate a Commander's Reprisal Prevention Plan when informed of an Informal Resolution Request. See Appendix E.

**j. Allegations Against General Officers, General Officers Select, Colonels and Colonels Select.** All allegations of discrimination made against a General Officer or General Officer select/Colonel promotable, will be referred to the Oklahoma National Guard Inspector General or NGB-EO for forwarding and processing through IG channels to DA-IG, as appropriate, in accordance with AR 20-1. Allegations against Colonels (O-6), Colonels select and Lieutenant Colonels (promotable) will be processed in accordance with CNGBM 9601.01. However, such allegations will be reported through IG channels to DA-IG in accordance with AR 20-1. A copy of the case file will be forwarded by NGB-EO to NGB-IG, upon final decision, resolution, or withdrawal of the complaint.

**k. Complaints Against or Outside the Chain of Command.**

(1) When a military member believes that his or her commander was responsible for the alleged discrimination, the complainant will file the informal request for resolution with the next higher commander in the chain of command.

(2) When a military member alleges that discrimination was caused by individual(s) in an organization that is not commanded by that member's normal chain of command, the complaint will be filed with the complainant's commander, who will forward the complaint to the Equality and Inclusion office to oversee the process, and will refer the complaint to the lowest level commander in the chain of command of the alleged offender in order to attempt resolution.

(3) When a complaint involves another State's National Guard organization, the SEEM will forward the complaint to that State for processing.

(4) When a complaint involves an active component organization, the SEEM will forward the complaint to the appropriate active component commander for processing.

(5) When a complaint involves an applicant for membership in the Oklahoma National Guard the complaint will be filed with the State Recruiting and Retention Commander, or with the Oklahoma National Guard Equity and Inclusion office.

**4-2 Acceptance, Dismissal, or Referral of Complaints.**

a. Informal Request for Resolution for complaints of discrimination will be accepted for processing under this SOP unless they are dismissed or referred for procedural reasons described below. Such dismissal or referral will not be based on the merits of

the complaint. Complaints that have been accepted for processing may later be dismissed or withdrawn, as described below.

b. Any allegations of discrimination in a complaint, or the complaint in its entirety, will be dismissed for the following reasons.

**(1) Untimely.** If the complaint is filed more than 180 days from the date of the alleged discrimination or the date that the individual became aware, or reasonably should have become aware, of the discrimination or event or action.

**(2) Duplicative.** If the allegations are identical to the complainant's allegations that have already been filed or decided.

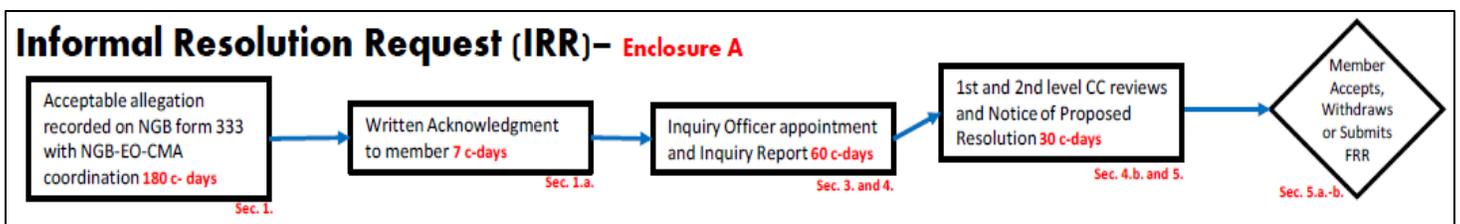
**(3) Not in Purview.** Allegations by persons not covered by this SOP. Situations over which either the Oklahoma National Guard, nor NGB has jurisdiction, or which neither has authority to provide remedy.

**(4) Failure to State a Claim of Discrimination.** When it is determined that one or more allegations in a complaint does not affect a term, benefit, or condition of membership, or is not based on illegal discrimination because of race, color, national origin, religion, sex (includes gender identity), sexual harassment, sexual orientation, and reprisal related to prior engagement in a protected EO activity. Such allegations will not be processed under this SOP.

**(5) Statutory or Regulatory Restrictions.** Complaints that are based on statutory or regulatory restrictions will not be processed under this SOP.

**(6) The Complaint or Issue is Moot.** Even if discrimination were substantiated, no actions beyond those already taken would be required. A moot issue or complaint is defined as one without legal significance, in which it has been previously decided or settled.

**4-3 (IRR).** Reference CNGBM 9601.01 Enclosure A.



a. Any National Guard member in a Title 32 status may initiate a discrimination informal resolution request with an EOA either verbally or in writing. Blocks 13 and 14 are the most critical parts of the NGB form 333, the complainant must clearly state their allegation and the remedy requested. The SEEM will determine if a complainant's allegation will be accepted for processing, dismissed, or referred to another agency in accordance with para 4-2. The informal request will be recorded on NGB Form 333 Discrimination Complaint in the Army and Air National Guard.

(1) The EOA will acknowledge, in writing, receipt of an informal written request within seven calendar days of its receipt.

(2) The NGB Equal Opportunity Office of Complaints Management and Adjudication (NGB-EO-CMA) will assign a tracking number to the Oklahoma National Guard IRR. The SEEM will ensure that NGB-EO-CMA is contacted to obtain this number and will provide it to the EOA. The EOA will be responsible to include this number to the complainant in the written acknowledgement of an informal written request.

(3) The EOA will notify the commander at the lowest level and MSC OIC of the alleged discrimination stated in the Oklahoma National Guard IRR in order to obtain a possible remedy.

b. Time Limit for Filing Informal Resolution Requests. National Guard members must file an IRR within 180 calendar days from the date of the alleged discrimination, or the date the member was made aware of the alleged discriminatory act.

c. Timeframe for Processing Informal Resolution Requests. The SEEM will ensure that the Oklahoma National Guard IRR will be processed in no more than 180 calendar days from date on page two of NGB Form 333.

d. Inquiry Official (IQO). The lowest level commander, or higher level commander as needed, will consider Suspension of Favorable Personnel Actions (Flag), issue a Commander's Reprisal Plan (See Appendix E), and appoint an IQO with equal to-or-higher rank than the alleged discriminating official. The IQO will be provided guidance or training by the EOA on how to conduct an inquiry into the facts.

(1) The IQO will obtain summarized witness statements and relevant documents. A Leadership Inquiry Report (LIR) will be completed by the IQO and forwarded to the State Judge Advocate Office for a legal sufficiency review. Once the review is complete, the LIR and legal review will be sent to the appropriate commander through the EOA within 60 calendar days of the IQO's appointment. A redacted copy of the investigation will be provided to the complainant. See Appendix F.

(2) The commander at the lowest level will review the LIR to determine the appropriate resolution. The commander at the next higher level will review decisions made by the lower level commander. The lower level commander, or EOA, will meet with the complainant and explain the proposed resolution. The review process must be completed within 45 calendar days from the issuance of the LIR. The complainant will indicate if they will accept the proposed resolution, withdraw the State IRR, or file an NGB Formal Resolution Request (FRR).

e. Notice of Proposed Resolution (NPR). The Commander and/or the EOA will conduct a final interview with the complainant, and provide them with a NPR. The notice will inform the complainant of the Leadership Inquiry Report findings and conclusions, and the commanders proposed disposition and remedy, if any.

(1) Complainants will indicate on the NPR in writing, their acceptance of the proposed resolution, withdrawal of the Oklahoma National Guard IRR, or their intent to file an NGB FRR. Complainants have 30 calendar days to make an election. During this timeframe, the EOA will complete page 3 of the NGB Form 333.

(2) The NPR informs the complainant that an NGB FRR must be filed within 30 calendar days for any claimed discrimination not resolved by the proposed resolution.

The final interview concludes the Oklahoma National Guard resolution process. The SEEM will forward the NPR to NGB-EO-CMA upon completion of the process. See Appendix I.

APPENDIX A

# Equal Opportunity Advisor Binder



## SFC EOA

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**TAB B:** NGR 600-21 Equal Opportunity in the National Guard

**TAB C:** DoDI 1020.03 Harassment Prevention and Response in the Armed Forces.

**TAB D:** CNGBM 9601.01 Discrimination Complaint Process

**TAB E:** CNGBI 9601.01 Discrimination Complaint Program

**TAB F:** CNGBI 9651.01 Diversity and Inclusion

**TAB G:** CNGBI/M 9600.01 Alternative Dispute Resolution Policy

**TAB H:** Army Directives

- NGB Command Climate Assessment Policy
- AD 2018-07-6 Prioritizing Efforts
- HQDA EXORD 081-17 DTMS
- AD 2018-23 Army EO Policy
- AR 350-1 pg 175 EO Training
- AD 2017-01 LGBT Pride Month

**TAB I:** CNGBM Complaint PPT

**TAB J:** AR 600-20 Army Command Policy

**TAB K:** Blank NGB Form 333

**TAB L:** EO Initial Contact Card

**TAB M:** Sample Interview Script

## APPENDIX B. Sample Complaint Interview Script

### Introduction and build rapport.

### Discuss the EO Mission and Responsibilities.

*Our goal is to assist you to the best of our ability. In order to provide you with the best service our office must ensure that you understand certain preliminary matters regarding the EO complaint process. Our job is not to take sides, but rather we protect the EO process and advise the command as it pertains to EO related issues.*

*There are times when the EO office must make immediate referrals to the chain-of-command, Sexual Assault Response Coordinator (SARC), Inspector General, or State Equal Employment Opportunity Manager (SEEM). In addition, if your concern does not fall within the EO purview, the EO office will assist in referring you to an appropriate helping agency.*

*Do you feel your issue(s) or concern(s) are sexual in nature?*

*The EO program seeks to eliminate unlawful discrimination and harassment against military personnel, family members and retirees based on Race, Color, National Origin, Religion, Sex, and Sexual Orientation. Does what you are about to discuss fall within one of these protected bases?*

### Protected Communication

*This conversation will be recorded, you will notice that throughout our time together I will be taking notes, later I will document this conversation on a memorandum for record and kept locally. The conversation we are about to have is only for anyone with a need to know basis which could include your commander. This also protects you allowing you freedom from reprisal for anything that we discuss during this meeting. However, I must make you aware that I am a mandatory reporter if you disclose any wrongdoing, criminal activity, or if you feel you are going to cause harm to yourself or others.*

***Please, tell me why you are here. Ask clarifying questions as necessary.***

*Thank you for taking the time to discuss this with me today, I understand that this is a sensitive topic and appreciate your trust in telling me your story.*

***At this point, we have three options for you to consider.***

- 1) You have the option to confront the person who offended you and try to work it out. Do you feel this is a feasible option?*
- 2) You have the option for a third party approach to attempt to resolve this between you and the offender.*
- 3) Lastly, you can begin the process to file a complaint. This is documented on an NGB Form 333.*

*You have 180 days from the date of the incident to file your complaint. We have discussed many topics today and several courses of action, this can sometimes be overwhelming. I recommend that you take a couple of days to really think this over and then give me a call to discuss how you would like to proceed and if you decide that filing a complaint is the most appropriate course of action. Remember, this conversation will be documented on a memorandum for record and you will be protected from reprisal if you feel you have been retaliated for visiting with the EO office today.*

## **EO Initial Contact Card**

*This initial contact card is a guide for EO practitioners. It informs potential complainants of EO complaint procedures as outlined in CNGBM 9601.01, National Guard Discrimination Complaint Process. The information contained herein must be briefed by EO practitioners during initial intake interviews. It must be completed prior to potential complainants revealing any information about their issues/concerns.*

# **EO Initial Contact Card**

*Our goal is to assist you to the best of our ability. In order to provide you with the best service our office must ensure that you understand certain preliminary matters regarding the EO complaint process. It is very important that you review this contact card in its entirety. After the information is read, explained, and understood, please print and sign your name on the last page.*

## **EO PURVIEW.**

*The EO program seeks to eliminate unlawful discrimination and harassment against military personnel, family members and retirees based on Race, Color, National Origin, Religion, Sex, and Sexual Orientation.*

## **CONFIDENTIALITY.**

*The EO office does not have the privilege of confidentiality WHEN DEALING WITH MILITARY RELATED ISSUES. However, all information is “For Official Use Only,” and the privacy of the individual(s) will be protected as much as possible. You MUST report suspected wrongdoing or criminal activity. Further, information regarding your case may be disclosed to your chain-of-command or others who have an official need to know in executing their official duties (e.g. SJA, IG or those conducting high-level investigations).*

*There are times when the EO office must make immediate referrals to the chain-of-command, Sexual Assault Response Coordinator (SARC), Inspector General, or State Equal Employment Opportunity Manager (SEEM). In addition, if your concern does not fall within the EO purview, the EO office will assist in referring you to an appropriate helping agency.*

**QUESTION:** *Do you feel your issue(s) or concern(s) are sexual in nature?*

**YES NO (circle one)**

*If you are unsure or answer “YES”, continue to Section A. If your answer is “NO”, skip to Section B.*

# **EO Initial Contact Card**

## **SECTION A**

### **SEXUAL ASSAULT/SEXUAL HARASSMENT.**

*While the EO office does process complaints involving allegations of sexual harassment, the EO office does not process or address issues or allegations involving sexual assault. If you believe you will disclose information related to sexual assault or if you are not sure whether it is related to sexual assault, I must refer you to the unit SARC in order to protect your right of restricted reporting. In order to protect your right and explore your options for restricted (confidential) reporting of a sexual assault, the SARC can provide assistance without prompting an investigation if you meet the criteria for making a restricted report. If the SARC determines that your issue is not related to a sexual assault, the SARC may refer you back to the EO office for continued assistance within the EO purview.*

**Sexual Assault:** Sexual assault is a crime and defined as intentional sexual contact, characterized by use of force, physical threat or abuse of authority or when the victim does not or cannot consent. Sexual assault includes rape, nonconsensual sodomy (oral or anal sex), indecent assault (unwanted, inappropriate sexual contact or fondling), or attempts to commit these acts. Sexual assault can occur without regard to gender or spousal relationship or age of victim. "Consent" will not be deemed or construed to mean the failure by the victim to offer physical resistance. Consent is not given when a person uses force, threat of force, or coercion or when the victim is asleep, incapacitated, or unconscious.

**Sexual Harassment:** *Sexual harassment is distinct from sexual assault and is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:*

- (1) submission to such conduct is made either explicitly or implicitly a term or condition of a person's job pay, or career;
- (2) submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or
- (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment. There is no requirement for concrete psychological harm to the victim for an act or actions to constitute sexual harassment; an act is or acts are sufficient to constitute sexual harassment if they are so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the

environment as hostile or offensive. The term sexual harassment includes anyone in a supervisory or command position using or condoning any form of sexual behavior to control, influence or affect the career, pay, or job of a military member. The term sexual harassment also includes any military member or civilian employee making deliberate or repeated unwelcome verbal comments gestures or physical contact of a sexual nature in the workplace.

*Be advised that if you do disclose that you are a victim of sexual assault during this interview, I must refer your complaint back to the SARC for appropriate disposition. Therefore, if you are a sexual assault victim and you want to explore the possibility of making a restricted report, you must talk to the SARC.*

**QUESTION:** *After reviewing and understanding the difference between sexual assault and sexual harassment do you wish to be referred to the SARC?*

**YES NO (circle one)**

*If you answer "YES" please print and sign at the bottom of this page and the EO professional will refer you to the appropriate agency or office. If your answer is "NO", turn to Section B.*

***Oklahoma JFHQ SARC 24/7 Helpline (405) 343-7260***

***BDE SARC:*** \_\_\_\_\_

***DoD Safe Helpline 24/7 (877) 995-5247***

\_\_\_\_\_  
*Interviewee Printed Name*

\_\_\_\_\_  
*EO Interviewer Printed Name*

\_\_\_\_\_  
*Interviewee Signature*

\_\_\_\_\_  
*EO Interviewer Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

# **EO Initial Contact Card**

## **SECTION B**

**OPTIONS.** *If your concern falls within the EO purview and is related to unlawful discrimination or sexual harassment, you have two options available.*

**MEO Contact Assistance:** *this process attempts to resolve issues at the lowest possible level.*

*You may:*

- *Orally or in writing address your concerns to the alleged offender*
- *Request intervention by a co-worker*
- *Use your chain of command*
- *Contact unit EOL (Army only)*
- *Opt for the Alternate Dispute Resolution (ADR) process. (ADR is used to facilitate communication between disputants to aid in early resolution).*

**State Resolution:** *A National Guard member may initiate a discrimination resolution informal request (IRR). The informal request will be recorded on NGB Form 333.*

*This option allows your complaint to be entered into formal complaint channels; the EO staff will conduct the complaint clarification. The purpose of complaint clarification is to gather the facts of the matter and determine whether the allegations are supported by a preponderance of credible evidence. The EO staff will keep you informed of the status of each step of the process.*

*ADR is available throughout this entire process. (Mediation is the ADR technique authorized to resolve MEO complaints). Do you have any questions?*

\_\_\_\_\_  
*Interviewee Printed Name*

\_\_\_\_\_  
*EO Interviewer Printed Name*

\_\_\_\_\_  
*Interviewee Signature*

\_\_\_\_\_  
*EO Interviewer Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

## APPENDIX C. EOA/EOL Appointment Memorandum Template

### LETTERHEAD

OFFICE SYMBOL

DATE

### MEMORANDUM FOR RECORD

SUBJECT: Duty Appointment of Unit/BN Equal Opportunity Advisor/Leader (EOA/EOL)

1. RANK FIRST NAME LAST NAME is appointed as the Equal Opportunity Advisor/Leader (EOA/EOL) for UNIT NAME. This is an additional duty appointment and the individual will not be assigned to duties that may interfere with the EOA/EOL duties.
2. Authority: National Guard Regulation (NGR) 600-21 paragraph 1-4, dated 22 May 2017.
3. Purpose: To coordinate, manage, and provide oversight of the Unit Equal Opportunity Program.
4. Period: Until officially relieved or released from appointment.
5. POC is

COMMANDER SIGNATURE BLOCK

## APPENDIX D. Sample EO Inquiry Memorandum Template

### LETTERHEAD

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: EO Inquiry for Information, NAME, UNIT

1. EO MEETING DETAIL PARAGRAPH.
2. BACKGROUND INFORMATION PARAGRAPH
3. ALLEGATIONS
4. FACTS
5. PERTINANT DETAILS SURROUNDING THE SITUATION
6. PLAN OF ACTION
7. This memorandum will be sent to the State Equal Employment Manager for their records.
8. The POC for this memo is the undersigned.

##SIGNATURE##  
SFC HOOAH EOA  
Equal Opportunity Advisor

## APPENDIX E. Commanders Reprisal Plan Memorandum Template

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: Commander's Reprisal Plan & Whistleblower Protection

1. IAW AFI 36-2706 and CNGBM 9601.01, para 4d, the commander will establish and implement a plan to protect the complainant, any named witness, and the subject from acts of reprisal.
2. Soldiers have a right to present their complaint to their leaders or supervisors without fear of intimidation and harassment or reprisal.
3. Reprisal is any act of restraint, interference, or coercion taken against an individual, or taking (or threatening to take) an unfavorable personnel action, or withholding (or threatening to withhold) a favorable personnel action for having engaged in a protected equal opportunity activity, e.g., for having filed a complaint of discrimination, for preparing to file a complaint of discrimination, for having testified as a witness in a discrimination complaint investigation, for informing officials within the chain of command or NGB of perceived discrimination, or any other protected communications related to equal opportunity matters.
4. The Military Whistleblower Protection: Section 1034, Title 10, United States Code (U.S.C.), requires an expeditious investigation of all allegations of reprisal for whistleblowing submitted by military members. (DOD Directive 7050.6, Military Whistleblower Protection, implements Section 1034, Title 10 U.S.C.).
5. Should you witness or learn of any potential reprisal actions, you should immediately report the incident to your chain of command. Possible sanctions against violators may result in administrative action and/or other punitive action.
6. As commander, I will ensure the command support of a thorough, expeditious, and unbiased investigation in good faith in attempting to resolve the complaint; and the need to treat all parties in a professional manner, both during and following the conduct of the investigation. The investigating officer will treat all individuals they interview professionally and will limit their decision only to the specific complaint.

7. I have briefed individual(s) involved on the above plan. (See attached acknowledgement)

NAME  
Rank, Branch  
TITLE

I have reviewed and understand the information contained in the above reprisal plan.

Name of individual counseled on reprisal	Signature of individual counseled on reprisal	Date / Commander or Inquiry Officer Initials

*Notes:*

1. All persons involved in the filing including; complainant, alleged discriminator, witnesses providing testimony, or those named as a Principle Agency Witness of an EO complaint are afforded protection against reprisal.
2. The Commander/Inquiry Officer will discuss reprisal prevention with all concerned individuals and annotate their name and the Commander/Inquiry Officer will initial and specify the date the discussion took place.
3. The Commander will provide this the reprisal prevention plan to the inquiry/investigating officer for inclusion in the official case file.

## APPENDIX E.i. Memorandum Template- Commander Worked Issue

OFFICE SYMBOL

DATE

### MEMORANDUM FOR RECORD

SUBJECT: Commander Worked Issue (CWI), XXXX and XXXXX

1. In accordance with NGR 600-21, Equal Opportunity Program in the National Guard, 22 May 2017, this is documentation of an inquiry completed in unit XXXXXXX.

2. Provide a synopsis of the issue worked. The summary must include the reporting parties and name of the alleged offender(s), race, gender, grade, unit, MOS or series for civilians, and Hispanic declaration (if any). The synopsis must include the specific nature of the offense(s) including any disparaging terms used.

EX1: Jane Curtain, White, Female, E3, 131 XXX/XXXX, 3S131, alleged Bob Boucher, White, Male, E4, 131 XXX/XXXX, 3S131, made inappropriate comments of a sexual nature to her in the day room, Bldg XXX on 2 February 2011. The complainant alleged Boucher told her she was a "sexy Bessie" and that he wanted to "do the nasty with me!" The complainant (Curtain) informed Willis T. McWeekly, Black, Male, E7, 131 XXX/CCF, of the incident on 3 February 2011.

EX2: Arthur W. Perez, Declined to Respond, Male, GS 06, 131 XXX/XXXXX, series 2001, alleged Buck D. Fawn, White, Hispanic, Male, E7, 131 XXX/XXXXX, 2W031, made a disparaging remark about Hispanics to him on 30 April 2011 in Bldg XX. The complainant alleged that Fawn called him a "retarded bean eater" during an argument over who was responsible for conducting the quarterly equipment inventory. The complainant (Perez) reported the verbal confrontation to his supervisor Belynda Knight, O1, 509 XXX/XXXXX, on 31 May 2011.

3. (Name, rank and position) conducted a clarification on (date or dates) and determination the allegation(s) were founded or unfounded. Provide a summary on finding(s) from the clarification. If the complaint is founded provide the type of corrective action administered, i.e. Letter of Counseling, Letter of Reprimand, Article 15, etc. Finally, outline notification to the aggrieved party and his/her notification to report any concerns of reprisal or retaliation.

EX: On or about 4 June 2011, 1SG Tim Thompson discussed the situation with SFC Fawn. SFC Fawn admitted to making the comment out of anger, but reported he 'did not mean it'. 1SG Thompson provided 1LT Knight a Memorandum for Record outlining this discussion. 1LT Knight elected to issue a Letter of Reprimand for the actions of SFC Fawn. On 5 June 2011, 1LT Knight issued the Letter of Reprimand. 1LT Knight met with Mr. Perez on 6 June 2011 and discussed the actions taken by the

unit. Mr. Perez reported he was satisfied by the actions taken because he just wanted SFC Fawn to be more aware of his actions and words. 1LT Knight provided Mr. Perez a copy of the OKARNG's Commander's Reprisal/Retaliation Plan advising Mr. Perez to notify her immediately if he experienced any reprisal or retaliation for reporting the referenced event.

4. Point of Contact is \_\_\_\_\_ at DSN or commercial telephone number \_\_\_\_\_.

NAME  
Rank, Branch  
Commanding

## APPENDIX F. Inquiry Officer (IQO) Appointment Memorandum

### LETTERHEAD

OFFICE SYMBOL

Day Month Year

MEMORANDUM FOR (Officer concerned)

Subject: Appointment as Inquiry Official

1. **Appointment.** You are hereby appointed as the inquiry official (IQO) pursuant to CNGBM 9601.01, to conduct an informal inquiry into the alleged (basis) Discrimination.

2. **Authority.** This appointment letter is your authority to conduct an inquiry; obtain witness statements; and examine and copy documents, files, and other data germane to this inquiry. You have 60 calendar days from the date of this appointment to conduct this inquiry.

3. **General Instructions.** In your inquiry, you will gather evidence, take statements, and collect any other facts relative to the alleged discrimination. You will make findings as to what happened, who was responsible, and the policies in place at the time. [Legal Advisor name and duty title], with the Office of General Counsel can provide legal advice to you as you conduct this inquiry. Consult with your legal advisor before beginning your inquiry.

4. **Conduct of the Inquiry.** You will reach your findings by a preponderance of the evidence that you gather. A finding is a clear and concise statement of facts that can be readily deduced from evidence in the record.

5. **Leadership Inquiry Report.** Your report will be written on a Leadership Inquiry Report. Attach all required enclosures and exhibits. Submit your report to the appropriate commander within 60 calendar days of this appointment.

STATE REPRESENTATIVE  
SIGNATURE BLOCK

Enclosures:

APPENDIX G. Leadership Inquiry Report Template

**LEADERSHIP INQUIRY REPORT**

**A. COMPLAINANT INFORMATION:**

Full Name: \_\_\_\_\_

Military Status of Complainant:

- 1)  M-Day (Drill/AT)
- 2)  AGR/ADOS (Title 32)
- 3)  Military Technician (Military pay status)
- 4)  Applicant for Membership
- 5)  Beneficiary of Service, Program, or Activity of National Guard
- 6)  Former Military Personnel

Place of Employment: \_\_\_\_\_

Work Phone: (    ) \_\_\_\_\_ Home/Mobile Phone: (    ) \_\_\_\_\_

Other:

\_\_\_\_\_

**B. CHRONOLOGY OF INFORMAL RESOLUTION REQUEST:**

Date of initial contact with EO State Representative: \_\_\_\_\_

Date of initial interview with Inquiry Official: \_\_\_\_\_

Date of alleged incident(s): \_\_\_\_\_

Date of Commander's Reprisal Prevention Plan: \_\_\_\_\_

Copy of Plan is attached

Copy of Plan IS NOT attached because:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Reason for delayed contact beyond 180 (if applicable):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**C. BASIS(ES) FOR ALLEGED DISCRIMINATION**

- 1)  Race (specify): \_\_\_\_\_
- 2)  Color (specify): \_\_\_\_\_
- 3)  National Origin (specify): \_\_\_\_\_
- 4)  Sex (specify): \_\_\_\_\_
- 5)  Sexual Orientation (specify): \_\_\_\_\_
- 6)  Religion (specify): \_\_\_\_\_
- 7)  Sexual Harassment (specify): \_\_\_\_\_
- 8)  Reprisal (specify): \_\_\_\_\_

**D. DETAILED DESCRIPTION OF ALLEGED ACTS OF DISCRIMINATION:**

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Additional page(s) attached.

**E. LOCATION WHERE ALLEGED ACTS OF DISCRIMINATION OCCURRED:**

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Additional page(s) attached.

**F. PROCEDURES OF THE STATE NG (IN CASES OF DISPARATE TREATMENT):**

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Additional page(s) attached.

**G. PERSONS WITH KNOWLEDGE OF ALLEGED ACTS OF DISCRIMINATION:**

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Additional page(s) attached.

**H. LOCATION OF ALL RELEVANT PARTIES OF THE COMPLAINT AND THEIR FUTURE AVAILABILITY:**

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Additional page(s) attached.

**I. LOCATION OF FILES RELATED TO THE ALLEGED ACTS OF DISCRIMINATION:**

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Additional page(s) attached.

**J. SUMMARY OF WITNESS STATEMENTS:**

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Additional page(s) attached.

**K. FINDINGS OF FACT:**

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Additional page(s) attached.

**L. REMEDIES SOUGHT:**

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Additional page(s) attached.

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**Signature**

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**Date**

---

**Inquiry Official Name (Print/Type)**

---

**Telephone Number**

## APPENDIX H. Sample Commanders EO Action Plan

### LETTERHEAD

OFFICE SYMBOL

DATE

MEMORANDUM FOR Command Action Team, **Organization A, Patrick AFB, FL 32925**  
SUBJECT: EO Action Plan

#### 1. **Purpose.**

This Action Plan sets forth goals and objectives in support of the organizational climate assessment completed on **17 Aug XX**. It is my intent to create and sustain healthy command climates that afford each Service member and Civilian employee the right to serve, advance, and be evaluated based on only individual merit, fitness, capability, and performance in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity), or sexual orientation.

#### 2. **Objective.**

a. The objective of the Action Plan is to identify and establish goals, responsibilities, and policies that positively supports the Command's climate and focuses on fairness, justice and equity for all members of the organization.

b. To accomplish any mission, leaders must ensure units are properly trained and that all members and equipment are in the proper state of readiness at all times. Leaders at all levels have the responsibility to promote individual readiness by developing competence and confidence in their subordinates. A leadership climate in which all members perceive they are treated with fairness, justice and equity is crucial to the development of this confidence.

#### 3. **Scope.**

a. The Command's Action Plan is a management tool supporting findings during the organizational assessment conducted on **17 Aug XX** and focuses on strategies to improve operational efficiency, human resource management and development, training management, and the management of financial, budget and logistical resources.

b. Actions directed in this document are designed to—

(1) Increase organizational effectiveness and sustain combat readiness.

(2) Prevent discrimination and assure opportunities for upward mobility for all qualified organizational members.

(3) Infuse Action Plans into all subordinate organizations in the command by placing responsibility into the hands of commanders.

(4) Prevent Sexual Harassment and Sexual Assault and create an environment where individuals feel comfortable in reporting incidents.

**4. Identification.** This paragraph contains Action Plan goals and objectives. Goals are intended to be realistic and achievable, with measurable prospects of attainment. Goals are not ceilings, nor are they base figures that are to be reached at the expense of requisite qualifications and standards. Goals will not be turned into quotas. Goal development and accountability is the responsibility of each commander who has the resources and authority to control or influence the outcome of specific Action Plans. The overarching objective for each action plan is to create a working environment that provides all members opportunities based on individual merit, fitness, and capability and sustains combat readiness.

**5. Assessment.** Each Action Step is aligned with the findings of the organizational assessment conducted on **17 Aug, XX**. Additionally, each step will define the climate factor (Organizational Effectiveness, EO/EEO/Fair Treatment and SAPR), subject, objective of action step, the responsible agency(ies), the action plan steps to resolve the concern, outline the goals and milestones for achieving the goals and identifying the basis for the action step.

<b>Action Step 1 – EO/EEO/Fair Treatment and Inclusion at Work</b>	
<b>Subject:</b>	Lack of Opportunities for Women
<b>Objective:</b>	Ensure that women have the same opportunities as men
<b>Responsible: Agency(ies)</b>	Commanders/Directors, HR Dept. and Training Dir.
<b>Action Plan:</b>	1. Identify all key leadership positions and collect demographic data by race, gender, and anticipated rotation dates for current incumbents in the entire command.
	2. Training Director will identify available training opportunities.
	3. HR Department will develop a process to assist commanders in identifying eligible candidates and a process to select qualified personnel to fill key vacant positions.
	4. Each commander/director will report data to the HR Department.
	5. HR Department will conduct a skills analysis to determine who requires training
<b>Goals:</b>	Enhance a Commanders ability to identify and select qualified personnel to fill key leadership positions and who is eligible to attend training for career development.
<b>Milestones:</b>	1. Within one month, the HR Department and Training Director will brief all commanders: <ul style="list-style-type: none"> <li>• on all key positions within the command</li> <li>• identify eligible candidates for key positions and training opportunities</li> <li>• provide the process for selecting personnel for training and for key positions</li> </ul>
	2. Within 10 days after the processes are briefed, the commander will approve the processes along with any modifications required.
	3. Once approved, commanders at all levels will immediately implement and utilize these processes in coordination with the HR Department and the Training Director to maximize the selection of quality personnel based on merit, fitness, and capability.
	4. The senior commander will review progress semi-annually and all other commanders will review progress monthly

<b>Basis of goal(s):</b>	DODD 1350.2 - Each Service member has the right to serve, advance, and be evaluated based on only individual merit, fitness, capability, and performance in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity), or sexual orientation.
<b>Action Step 2 – Organizational Processes</b>	
<b>Subject:</b>	Timely Processing of Personnel Actions
<b>Objective:</b>	Ensure that all personnel actions are processed in a timely manner
<b>Responsible Agency(ies)</b>	S1/G1/HR Department Officers and Unit Commanders
<b>Action Plan:</b>	1. Organizations will forward late personnel actions within 24 hours to their HR Servicing Department 2. Process any future personnel actions within 36 hours to their servicing HR Department 3. Develop a Database to track unit personnel actions
<b>Goals:</b>	Process all personnel actions and forward to HR Department for processing within 36 hours of receiving a personnel action
<b>Milestones:</b>	S1/G1/HR Department will review progress in the first two weeks, monthly for the first three months and semi-annually thereafter.
<b>Basis of goal(s):</b>	All personnel have a right to request personnel actions they qualify for and to have the HR Department act on actions in a timely manner so employees can make quality decisions affecting their professional and personal lives.

<b>Action Step 3 – Organizational Processes - Discipline</b>	
<b>Subject:</b>	Judicial and Non-judicial Punishment
<b>Objective:</b>	Ensure disciplinary action is fair and just regardless of race, ethnicity, or gender
<b>Responsible Agency(ies)</b>	Unit Commanders and Staff Judge Advocate
<b>Action Plan:</b>	Review for trends by Racial, Ethnic, and Gender Categories
<b>Goals:</b>	Ensure all unit members are treated equitably
<b>Milestones:</b>	Provide annual results by racial, ethnic, and gender categories to the Commanding General/Director by 30 November for the fiscal year completed, along with previous year's data.
<b>Basis of goal(s):</b>	DODI 1350.2 - Each Service member has the right to serve, advance, and be evaluated based on only individual merit, fitness, capability, and performance in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity), or sexual orientation.

<b>Action Step 4 – Organizational Processes – Senior Leadership</b>	
<b>Subject:</b>	Senior Leader Communications
<b>Objective:</b>	To communicate critical information to unit members in a timely manner
<b>Responsible Agency(ies)</b>	Commanders/Directors, Senior Enlisted Leaders and Information Technology
<b>Action Plan:</b>	Implement technology to increase information efficiency and timeliness
<b>Goals:</b>	Communicate and disseminate information to all unit members (on a need to know basis)
<b>Milestones:</b>	Research the latest social media and information technology to bridge the communication gap in information dissemination to unit members – complete research within 30 days and make decision within 45 days to implement new strategies
	Send bi-weekly newsletter to all unit members' email account
	Conduct survey in 3 months to measure effectiveness of milestones
<b>Basis of goal(s):</b>	DEOCS, dated Aug XX, 20XX

<b>Action Step 5 – Sexual Assault and Response</b>	
<b>Subject:</b>	Knowledge of Sexual Assault and Response Reporting Procedures
<b>Objective:</b>	Ensure all unit members know how to report Sexual Assault
<b>Responsible Agency(ies)</b>	Sexual Assault and Response Coordinator

<b>Action Plan:</b>	Conduct scenario based training to increase reporting knowledge semi-annually
	All newly assigned personnel must attend Sexual Assault Prevention and Response (SAPR) training within 14 days of arrival
<b>Goals:</b>	Increase reporting knowledge by 100%
<b>Milestones:</b>	Implement training methods within 60 days
	Commanders will report "SAPR reporting knowledge" to the SARC within 30 days after completing the DEOCS (DEOMI Organizational Climate Survey)
	SARC will report "reporting knowledge" to the Commanding General/Director semi-annually.
<b>Basis of goal(s):</b>	DODI 6495.02-Sexual Assault Prevention and Response (SAPR) Program Procedures.

6. **Goal Revision.** Goal revision will occur routinely following periodic assessments of each action step and will be different for each organization. Commanders have the responsibility to manage goal revisions along with their staffs.

7. **Review and Analysis.** Commanders need to determine how often reviews should occur within their organizations and who is responsible for each action plan step.

8. **Measurement.** Measurement is an essential element of Action Plan management and will be used for all areas that have quantifiable goals. When measuring goals, commanders should identify trends, highlight differences and identify problem areas that may require goal revision, intervention due to change resistance, or some other issues/concerns that may arise due to change.

9. **Reporting.** Responsible parties for each action plan will participate in a quarterly Action Plan update and report current status of each Action Plan. The Equal Opportunity/Command Climate Specialist office will head the update and brief the Commander/Director within 10 days after the update.

NAME OF COMMANDER/  
Signature Block

APPENDIX I. Notice of Proposed Resolution Memorandum Template

LETTERHEAD

OFFICE SYMBOL

DATE

MEMORANDUM FOR (Name of Complainant and/or Representative)

SUBJECT: Final Interview and Notice of Proposed Resolution (NPR)- Complaint Number

1. Description of Leadership Inquiry Office Report findings, conclusions, and the Commander's proposed disposition and remedy, if any.
2. You have until (enter exact date 30 calendar days from NPR) to file an NGB Formal Resolution Request (FRR) for any claim of discrimination not resolved by the proposed resolution.
3. The Commander's Reprisal Plan was issued to all parties involved.

EO Director/EOA Signature Block

I hereby acknowledge receipt of this Notice of Proposed Resolution and agree that I knowingly and voluntarily elect to:

- Accept the Proposed Resolution and Remedy.
- Withdraw my State Informal Resolution Request.
- File a NGB Formal Resolution Request, NLT \_\_\_\_\_.

Dated: \_\_\_\_\_

COMPLAINANT SIGNATURE BLOCK

Enclosure

1. NGB FRR

## APPENDIX K. Sample Locally Developed Questions (DEOCS)

### **Sample of Locally Developed Questions List**

Questions selected or self-created will be added to the survey during the request process. Requesting organizations can select up to TEN locally developed questions.

All questions will be answered using the following five-point scale.

- Strongly Disagree
- Disagree
- Neither Agree or Disagree
- Agree
- Strongly Agree

### **Available Resources and Support**

Administrative Support Staff meets my needs.

Commander's Support Staff efficiently meet my needs.

I have sufficient time in my duty day to conduct my core duties.

The functional experts I work with assist me in my success.

### **Communication/Flow of Information**

Commander's Calls/All hands effectively pass on information I need to know.

Communication between platoons is good.

Communication flow from the chain of command is good.

Communication flows freely from senior leadership to all levels of the organization.

Communication from my direct leadership is clear.

Communication from the chain of command is timely.

I am familiar with the extremist organization and activities policy letter.

Important information moves freely up and down the chain.

My command keeps an updated EO/EEO bulletin board with upcoming cultural events, policy letters, complaint procedures and general EO/EEO information.

My immediate supervisor explains things clearly to me.

My supervisor shares information that has been presented during staff meetings.

The unit orientation program is adequate for new personnel/employees.

### **Enforcement/Obedience of Rules**

My command displays high standards of discipline.

Rules, regulations and policies are enforced in this command.

Rules, regulations and policies are obeyed in this command.

### **Engagement**

At my job I always persevere, even when things do not go well.

I am proud of the work that I do.

I can continue working for long periods at a time.

I feel happy when I am working intensely.

I find the work that I do full of meaning and purpose.

I get immersed in my work.

My work inspires me.

My work is challenging to me.

When I am working, I forget everything else around me.

When I get up in the morning, I feel like going to work.

### **Exhaustion**

I feel emotionally worn out.

I feel mentally worn out.

I feel physically worn out.

### **Fairness**

Additional duties are assigned fairly.

Correctional training for poor performance is enforced fairly in this command.

Deployments are distributed fairly throughout the organization.

I am afforded opportunities to take leave.

The leave policy is administered fairly.

When making an honest mistake on the job, members of this command are corrected fairly.

### **Family Support**

If I were to deploy, my family members would have adequate resources on base to be taken care of.

The leaders in my command show a real interest in the welfare of families.

This unit takes an active role in caring for the needs of family members of deployed unit personnel.

### **Favoritism**

Favoritism involving job opportunities does not occur in my work area.

Favoritism involving personal relationships does not occur in my work area.

Favoritism involving race/sex/national origin differences does not occur in my work area.

People in my work area do not practice favoritism.

### **Feedback and Recognition**

I am recognized for contributing to a positive atmosphere in my workplace.

I am rewarded for contributing to a positive atmosphere in my workplace.

I am rewarded for my duty performance.

I am satisfied with my latest one-on-one rater feedback session with my rater.  
I receive periodic formal feedback from my rater.  
Participation for community service is recognized.  
The unit recognition program enhances our ability to perform our mission.

### **Hazing**

I have not experienced or witnessed hazing while assigned to this command.  
Unit leadership discourages hazing.  
Unit leadership does not tolerate hazing.  
Unit leadership has published a policy that prohibits hazing.  
Unit leadership would punish anyone who hazes others.

### **Help Seeking Behaviors**

Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).  
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.  
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.

### **Inclusion**

Awards in my workgroup depend on how well employees perform their jobs.  
Coworkers allow each other to express their opinions.  
I am encouraged to offer ideas on how to improve operations.  
I have good relationships with members of my workgroup.  
In my workgroup, I have to pretend to be like everyone else to feel like I belong.  
In this workgroup, I am comfortable being myself.  
In this workgroup, I am comfortable discussing my background.  
In this workgroup, people's differences are respected.  
In this workgroup, people's ideas are judged based on their quality.  
My coworkers treat me as a part of the workgroup.  
My input is sought out before making important decisions.  
My workgroup is accepting of individuals with diverse backgrounds.  
The process for determining who gets developmental opportunities in my workgroup is fair.  
This workgroup allows me to be honest about who I am.  
This workgroup allows me to be true to my core values.  
This workgroup encourages me to share about myself.  
This workgroup makes me feel like I belong.  
This workgroup treats me as an insider.

### **Intention to Stay**

I would definitely leave my current career after completion of current obligation or within the next couple of years.  
I would probably leave my current career after completion of current obligation or within the next couple of years.

Provided the opportunity, I would definitely stay in my current career the next several years, but not until retirement.

Provided the opportunity, I would definitely stay in my current career until retirement.

Provided the opportunity, I would probably stay in my current career until retirement.

### **Interpersonal Relations/Social Interactions**

Human relations problems are handled correctly in this command.

I have seen extremist group behavior or propaganda in my work place.

My command devotes a reasonable amount of time for social activities.

My work environment is free from unprofessional behavior.

Participation in community service is encouraged.

Relationships at work are professional in nature.

### **Leadership Accessibility/Openness**

I would seek the assistance of my Commander/Director.

I would seek the assistance of my First Sergeant.

I would seek the assistance of my flight chief.

I would seek the assistance of my supervisor.

I would seek the assistance of the superintendent.

It is easy for service members in this command to meet with the Commander about problems. It is easy for service members in this command to see the senior enlisted NCO.

The Commander frequently visits my duty section.

The Commander is accessible.

The Commander is very accessible to his/her members.

The Commander shows an interest in my welfare.

The leaders in my command show a real interest in the welfare of single service members.

### **Leadership Effectiveness**

I feel that the Commander/Director will use the information from this survey to improve the command.

I trust management/leadership to handle complaints, problems, or issues seriously.

My Commander is a competent leader.

My immediate supervisor sets the right example with his/her actions.

The Commander understands what my job entails.

The leaders in my command deal effectively with adversity or conflict within the command.

### **Military-Civilian Relations**

Civilian managers supervise military personnel as effectively as they supervise civilian personnel.

Civilians are treated as valued members of the unit by leadership.

Contract employees are viewed as part of the team.

Military managers supervise civilian personnel as effectively as they supervise military personnel.

### **Operational Stress Control**

I experience a high level of stress in this command.

In the past 30 days, I have been able to control important things in my life.

In the past 30 days, I have felt confident about my ability to handle my personal problems.

In the past 30 days, I have felt things were going my way.

In the past 30 days, I have not felt that difficulties were piling up so high that I could not overcome them.

### **Physical Environment**

I am satisfied with the physical surroundings of my work area.

Parking is available at work.

Work areas are accessible to persons with disabilities.

### **Physical Health/Well-being**

A mandatory structured physical training program should be implemented in my unit.

Alcohol abuse by the members of this command is not a problem.

Alcohol consumption is not a problem in this command.

I am given adequate time to maintain my physical conditioning.

I am given the time I need in my duty day to comply with the mandatory fitness program.

I receive the required time to participate in personal fitness.

Illegal drug use is not a problem in this command.

### **Respect for Individuals**

All unit personnel receive the same level of respect from leadership.

An atmosphere of respect exists in my work area.

Contributions of all career fields are respected in my squadron.

I am not harassed by higher ranking personnel while off duty.

I am not harassed by higher ranking personnel while on duty.

I am treated with dignity and respect in this command.

My command enforces the standards of military courtesy.

My command values the rights of its members to practice their religion.

My Commander takes steps to ensure I am treated with respect.

### **Sexual Harassment/Discrimination**

Coworkers challenge discriminatory and sexual harassing behaviors.

Your chain of command provides equal opportunity regardless of one's sex.

### **Skill Utilization/Appropriate Level of Assigned Duties**

Additional duties are not interfering with my ability to perform my primary mission.

I am assigned duties that are commensurate with my grade.

I am being fully utilized in my work center.

I am challenged by my job.

I am challenged in my duties.

I am given responsibility commensurate with my rank.

I do not feel overburdened with additional duties.

**Special Observances/Cultural Celebrations**

Cultural heritage celebrations such as Black History Month and Hispanic Heritage Month help bring unit members closer together as a team.

In my command, special observances are conducted to enhance cross cultural awareness among all service members, civilians employees, and families.

My command allows me to participate in or attend special observance programs.

My command supports special observance programs.

**Teamwork/Team Cohesion/Morale**

I am encouraged to participate in unit functions.

Junior enlisted service members care about what happens to each other.

The current level of morale in my command is high.

The current level of morale is high.

The overall health of this unit is better now than one year ago.

**Training, Knowledge, and Professional Development**

Correctional training given to members of my command directly corresponds to the deficiency.

I am aware of my EO/EEO rights as a Federal employee.

I have adequate opportunity to pursue off-duty education.

I have received the necessary training to accomplish my job.

I know how to contact an EO/EEO counselor.

I know the complaint procedure process.

I know what actions to take if someone expresses a desire to do harm to themselves or others. I receive adequate support from my immediate supervisor to pursue off-duty education.

I receive the counseling and coaching needed to advance in my career.

I receive the training needed to perform my job well.

I understand how my platoon supports the mission of the overall unit.

My command is well prepared to perform its wartime duties.

My command provides diversity training to its members.

My present assignment motivates me to continue a career in the military.

## APPENDIX L. Sample Short Answer Questions (DEOCS)

### **Sample Short Answer Question (SAQ) Bank**

When responding to Short Answer Questions there is a limit of 1000 characters. Questions selected or self-created will be added to the survey during the request process. Requesting organizations can select up to FIVE short answer questions.

#### **Available Resources and Support**

Do you get sufficient time and resources to accomplish your assigned tasks? Please explain. How much does your supervisor value, support and encourage your ideas for improvement? Please explain.

What can be done to help you better perform your work?

What is the ONE thing that leadership can do for you that they currently don't do?

What things help you perform your work well?

What things keep you from performing your work well?

#### **Communication / Flow of Information**

Describe how information is communicated from senior leadership to all levels of the unit.

Has communication improved in the unit since last year? Please explain.

How comfortable are you with expressing your opinion without fear of reprisal?

How effective is communication within this unit?

How could it be improved?

How would you characterize the flow of information at this unit? Please explain.

How would you describe the timing of releasing the boat's schedule?

How would you feel about expressing your opinion to leadership concerning unit issues?

How would you improve the communication processes in the unit?

If communication breaks down in this unit, where do you see it happening?

What one thing would you change to improve communication?

#### **Deployment**

How can leadership better support the deployment process?

If you could CHANGE one thing about this deployment, what would it be?

If you could MAINTAIN one thing about the deployment, what would it be?

What are your biggest concerns as you prepare to deploy?

What is the one thing you like LEAST about this deployment?

What is the one thing you like MOST about this deployment?

### **Family Support / Work-Life Balance**

How does the balance between work and liberty hours affect your quality of life?  
How satisfied are you with the level of support for your family that is provided by Base Support Services?

The most valuable feature of Base Support Services is:

What is the quality of life in the barracks? Please explain.

What one thing would you change about Base Support Services?

What one thing would you make sure Base Support Services continues to provide?

### **Interpersonal / Inter-departmental Relations**

How much do you trust the senior leadership at the unit? Please explain.

How much does fraternization create problems at this unit? Please explain.

How would you describe the way NCOs in this unit deal with junior enlisted service members?

How would you describe the way officers in this unit deal with enlisted service members?

What would your advice be to someone seeking civilian employment here?

What would your advice be to someone seeking military orders here?

Which inter-department relationships enhance our mission, and why?

Which inter-department relationships negatively impact our mission, and why?

### **Job Satisfaction / Dissatisfaction**

How happy are you working in this unit? Why?

How would you rate your level of job satisfaction (low, average, or high), and why?

### **Leadership Effectiveness**

Can you describe an example where leadership has failed you?

Do you feel that your Chain of Command micromanages? Give an example if yes.

How effectively do leaders deal with conflicts or difficulties within the unit? Please explain.

How effectively do leaders in this unit use their time?

How well does the Chain of Command deal with adversity or conflict?

How well has your Team Leader provided you with sound TTPs to help you penetrate your assigned schools? Please explain.

How would you characterize the way leadership within your department treats its members?

How would you describe the example set by your unit's middle managers? Please explain.

How would you describe the example set by your unit's top leaders? Please explain.

How would you describe the way leadership deals with conflict when it occurs within the unit?

What is your overall approval rating of the Senior Enlisted's job performance?

What is your overall approval rating of the unit leader's job performance?

### **Mentorship**

How satisfied are you with the unit's Mentorship Program? Please explain

What do you recommend to improve the unit's Mentorship Program?

What is the best feature of the unit's Mentorship Program?

### **OPTEMPO**

How has the unit's current OPTEMPO impacted you professionally?

How has the unit's current OPTEMPO impacted your interactions with your family?

What ONE change would you make that you feel would improve the unit's OPTEMPO issues?

What ONE thing about the unit's OPTEMPO would you NOT want to change?

### **Performance Evaluation, Feedback and Recognition**

How fair and objective are the written evaluations you have received from this unit?

Please explain.

How fair and objective is the evaluation process (ranking board, SOQ process, etc.) at this unit? Please explain.

How fair and objective is the quarterly or yearly board (SSMOQ, JSMOQ, IOQ or COQ) selection process? Please explain.

How much are your contributions to the unit's mission appreciated? Please explain.

How well are you recognized for your performance? Please explain.

How well are you rewarded for your performance? Please explain.

How well are your fellow workers recognized for their performance? Please explain.

How well are your fellow workers rewarded for their performance? Please explain.

How well does the unit hold people accountable for their performance?

In your own words, explain how you feel the comments you make in this survey will have an impact on the unit.

What type of performance feedback do you receive from your Chain of Command?

Describe whether it has been beneficial, and why.

### **Physical Environment**

If you could make one facility improvement, what would it be?

What would you suggest to improve the parking situation?

### **Physical Health / Well-being**

Briefly list the sources of job related stress you experience, from the greatest source to the least.

How would you characterize the medical care obtained from off-base?  
How would you characterize the medical care obtained from on-base providers?  
What would you change about the current food service?

### **Process Fairness**

Do you feel that the unit handles discipline issues fairly? Please explain.  
Do you feel that the unit's disciplinary policies are fair? Please explain.  
Do you feel that the unit's disciplinary process is fair? Please explain.  
How fair do you see the Individual Augmentee selection process? Please explain.

### **Respect for Individuals**

Have you witness any incidents where members of the unit acted disrespectfully to subordinates? If yes, describe.  
Have you witnessed any incidents where members of the unit acted disrespectfully to superiors? If yes, describe.  
How committed is leadership to creating an environment of human respect and dignity? Please explain.  
How would you describe the level of respect higher level leadership provides your department's members?  
What kinds of inappropriate or offensive conduct have you witnessed while assigned to this unit?

### **Sensitive Issues / Discrimination / Sexual Harassment**

Can you provide any recent examples of favoritism or discrimination you have experienced? What actions did you take?  
Can you provide any recent examples of favoritism or discrimination you have witnessed? What actions did you take?  
Has something been said while at work that offended you or made you uncomfortable? Please explain.  
How comfortable are you approaching your immediate supervisor with sensitive information?  
How serious a problem do you think age discrimination is in this unit? Please explain.  
How serious a problem do you think disability discrimination is in this unit? Please explain.  
How serious a problem do you think racial discrimination is in this unit? Please explain.  
How serious a problem do you think religious discrimination is in this unit? Please explain.  
How serious a problem do you think sexual discrimination is in this unit? Please explain.  
How serious a problem do you think sexual harassment is in this unit? Please explain.  
How well does your unit value the rights of its members to practice their respective religions?  
If you experienced discrimination or sexual harassment but did not report it, why did you choose not to report it?

To what extent would you feel free to report an incident of age discrimination?  
To what extent would you feel free to report an incident of disability discrimination?  
To what extent would you feel free to report an incident of racial/ethnic discrimination?  
To what extent would you feel free to report an incident of religious discrimination?  
To what extent would you feel free to report an incident of sexual discrimination?  
To whom would you feel comfortable reporting an act of discrimination or sexual harassment (Commanding Officer, Dept Head, Division Officer, SEA, CMC, etc.), and why?  
What do you see as the most prominent form of discrimination in this unit? Please explain.  
What is your impression of the equal opportunity policies at this unit?

### **Significant Challenges**

What do you see as the most significant challenge currently facing this unit right now?  
What would you recommend to address this challenge?  
What do you see as the most significant challenge facing this unit next year?  
What do you see as the most significant challenge facing this unit over the next five years?  
What would you recommend to address this challenge?  
What would you recommend to address this challenge?

### **Special Observances / Cultural Celebrations**

How much do you participate in unit-sponsored events? Please explain.  
What type of MWR/cultural activities would you be interested in seeing this unit sponsor?

### **Sponsorship**

How would you describe your experience with your check-in procedures when you first arrived at this unit?  
How would you describe your experience with your Sponsor after arriving at this unit?  
How would you describe your experience with your Sponsor prior to arriving at this unit?  
How would you rate your unit's Sponsor Program? Why?  
When you first arrived at this unit, how well were you provided the necessary information to set you up to succeed?

### **Task Characteristics / Efficiency**

How important do you feel your daily duties are to this unit's mission? Please explain.  
How well is your day planned and coordinated with jobs/tasks so your time is well utilized?  
How would you describe the way time is utilized to complete tasks in your work area?  
In a few words, how would you describe your daily activities?

### **Teamwork / Team Cohesion / Morale**

Are you proud to be a member of this unit? Please explain.  
How much do you feel like a valued member of the team? Please explain.  
How would you characterize the morale of the civilian staff of this unit?  
How would you characterize the morale of the military members of this unit?  
The greatest morale-enhancing action leadership could make at this unit would be:  
What changes does this unit need to improve morale?  
What do you see as the most significant factor leading to improved morale at this unit?  
What do you see as the most significant factor leading to reduced morale at this unit?

### **Training, Knowledge, and Professional Development**

Describe how the unit encourages/discourages growth/advancement.  
How can the unit assist you with completing the next military education you are scheduled to complete?  
How can the unit assist you with pursuing personal education you are hoping to complete?  
How effective is the unit's support of formalized training (billet-related and professional)?  
How much time and opportunity are provided for you to pursue military training?  
How much time and opportunity are provided for you to pursue personal education?  
How would you describe the availability of small unit training?  
How would you describe the quality of small unit training?  
How would you describe the value of small unit training?  
What can be done to motivate you to continue serving in this unit?  
What factors contribute to your decision whether or not to pursue a career in the Service?  
What recommendations would you offer to improve unit support of formalized training?  
What type of training would you like to see available to you in the next couple of years?  
What type of training would you like to see available to you in the next fiscal year?

### **Unit Climate / Culture**

How have changes (positive or negative) at this unit during the past year impacted you?  
How is the overall climate of this unit, compared to one year ago? Please explain.  
How would you describe the level of professionalism in your work center/department?  
Please explain.  
In a few words, how would you describe your workplace?  
What climate issue does this unit most need to improve?  
What do you know about this unit that leadership does not know, but should?  
What issues do you feel need to be addressed in your work center/department?  
What one thing about our unit would you want to change?  
What three change(s) would you make that you feel would most improve the unit's climate?

## DEOCS Request Form

Rank/Full Name of Unit POC : \_\_\_\_\_

Unit Name: \_\_\_\_\_

Unit Address: \_\_\_\_\_

Unit City/State: \_\_\_\_\_

Unit Zip: \_\_\_\_\_                      Type of Unit: \_\_\_\_\_

Reason for DEOCS request:

Initial request for commander assuming new position

To meet the annual requirement

Ad hoc or out of cycle

Commander Name: \_\_\_\_\_

Date Assumed Command: \_\_\_\_\_ Command Level: \_\_\_\_\_

Commander Email: \_\_\_\_\_

Commander Phone number: \_\_\_\_\_

Commander/Director's Supervisor: \_\_\_\_\_

Supervisor Email: \_\_\_\_\_

Supervisor Phone number: \_\_\_\_\_

Survey start and end dates: \_\_\_\_\_

Please attach selection of 10 LDQ questions and five SAQ questions from Appendix K and L.

Please attach Soldier Roster in the correct format