Equal Opportunity Model

- Leader Involvement
- Staffing
- Affirmative Action Plan
- Assessment
- Training
- Special Observances And Outreach
- Complaint Processing

Human Relations Equal Opportunity Culture

This country was founded on the basic values of freedom, dignity, respect, and opportunity for all. In an ongoing struggle to ensure that these rights are enjoyed by all citizens, we must continue to educate ourselves and our soldiers on the importance of equal opportunity (EO). Through this education we can better appreciate the cultural diversity that has helped make this country great. Through education we can create an environment in which soldiers excel.

Evolution of Equal Opportunity Culture

Equal Opportunity Mission Statement

TO ENSURE OPTIMIZATION OF COMBAT READINESS AND IMPROVE MISSION EFFECTIVENESS OF THE IOWA ARMY AND AIR NATIONAL GUARD BY PROMOTING HUMAN DIGNITY THROUGH EQUITY EDUCATION, DIVERSITY, AND CULTURAL COMPETENCY THAT DEVELOPS FAIR, RESPECTFUL AND NON-DISCRIMINATORY TREATMENT; EQUITY IN THE ADMINISTRATION OF ORGANIZATIONAL PROCESSES AND PROCEDURES; AND AN AVENUE OF REDRESS WHERE NECESSARY.

Equal Opportunity Model

Leader

Involvement

Leader Involvement

- Leader Involvement is the COG- Center of Gravity
- EO is a Commander's Responsibility
- Decisive in the Success of Your Program
- Commander's In-brief: Critical Task
  - At What Level are you briefing?
  - Know Your Commander
  - Salesmanship Vs. Assessment
  - Do Your Homework
- HREO/EOA

IOWA NATIONAL GUARD "CAMPAIGN PLAN TY 2010-2015"

MISSION

The Iowa National Guard Trains, Mobilizes, Deploys, Sustains and Reconstitutes Units, Providing Ready Forces in Defense of our Nation, State, and Community

PRIORITIES

- **P1** Maintain Our Organizational Readiness
- **P2** Provide Trained War Fighters
- **P3** Develop Soldiers, Airmen and Leaders (COG)
- **P4** Care for Soldiers, Airmen, Families & Employers
- **P5** Provide a Joint Domestic Response
- **P6** Adapt & Transform for Future Success

VISION

To Be An Organization of Excellence Dedicated To Providing A Ready, Full Spectrum, Joint Capable Force, Serving our Nation, State, and Community

FOCUS AREAS

- FA1 Training Management Excellence
- FA2 Recruiting and retention programs
- FA3 Create a Human Relations / Equal Opportunity Culture
- FA4 Strategic Communications and Knowledge Mgt
- FA5 Joint Staff Operations and Qualification
- FA6 RSP/ Student Flight Excellence
- FA7 Societal Responsibilities
- FA8 Resource Management
- FA9 Mobilization and Redeployment Support
- FA10 Joint Soldier & Airmen Support Services
- FA11 Leader Development and Mentorship Program
- FA12 Leverage Iowa's Capabilities & Opportunities
- FA13 Building State Partner Capacity

KEY PROCESSES

Decisive Operations

Man the Force
Equip the Force
Train the Force
Deploy the Force
Sustain the Force
Command and Control the Force
Provide Defense Support to Civilian Agencies

Shaping Operations

Strategic Communications
Knowledge Management
Growing Leaders for the Future
Enhance Business Practices
Leverage Technological Opportunities with Civilian Industry and Education Institutions
Cultivate Expanding Civil-Mil-Government Relationships
Transition to the Operational Force
Process Improvement

Sustaining Operations

Enhance Soldier/Airmen Well-Being
Enhance Family and Community Support
Safety and Risk Management
Human Relations Culture
Employer Support of the Guard and Reserve
Provide Infrastructure for the Force
Embrace and Manage Change

1 DEC 09

IOWA NATIONAL GUARD " EO CAMPAIGN PLAN TY 2010-2015"

MISSION

To Ensure Optimization of Combat Readiness and Improve Mission Effectiveness of the Iowa Army National Guard By Promoting Human Dignity Through Equity , Education, Diversity, and Cultural Competency That Develops Fair, Respectful and Non-discriminatory Treatment ;Equity In The Administration Of Organizational Processes and Procedures; And An Avenue Of Redress Where Necessary.

PRIORITIES

- **P1** Leader Involvement
- **P2** Human Relations Action Plan
- **P3** Staffing
- **P4** Assessment
- **P5** Training
- **P6** Complaint Processing
- **P7** Special Observances and Outreach

VISION

To Establish a Human Relations Culture that incorporates the Seven Characteristics of a Model Equal Opportunity Program, Improving Readiness of the Iowa National Guard.

FOCUS AREAS

- FA1 EO Strategic Planning with Directorates
- FA2 Individual, Unit and Leader Training
- FA3 Identify and Train EOA's and EOL's
- FA4 SAV's, Climate Assessments
- FA5 Analyze the Force: Recruiting, Composition, Promotions, Awards, PME, Separations, Retention, Assignments, Complaints, Utilization of Skills, Discipline.
- FA6 Human Relation's Processes
- FA7 EO Two Tier Relationship
- FA8 Resource Management
- FA9 Mobilization EO Certification
- FA10 Cultural Awareness
- FA11 Administrative Processes
- FA12 Command And Directorate Relationships

KEY PROCESSES

Decisive Operations

Command Ownership
Train
Assess
Fulltime Manning
Strategic Analysis with Directorates

Shaping Operations

Strategic Communications
Knowledge Management
Educating Leaders for the Future
Enhance EO Business Practices
Leverage Technological Opportunities with Civilian Industry and Education Institutions
Cultivate Civil-Mil-Government Relationships
Process Improvement

Sustaining Operations

Combat Multiplier
Enhance Soldier Well-Being
HR Council
Mentorship
EO Infrastructure for the Force
Embrace and Manage Change

3 May 10

Leader Involvement

Two Primary Levels of Management

- State: TAG's Team- Responsible for the overall evaluation and assessment of the TAG's EO Program.
- Major Support Command (MSC): EOA Command Team- Responsible for the overall evaluation and assessment of the MSC's EO Program.

Equal Opportunity Model

Staffing

Staffing

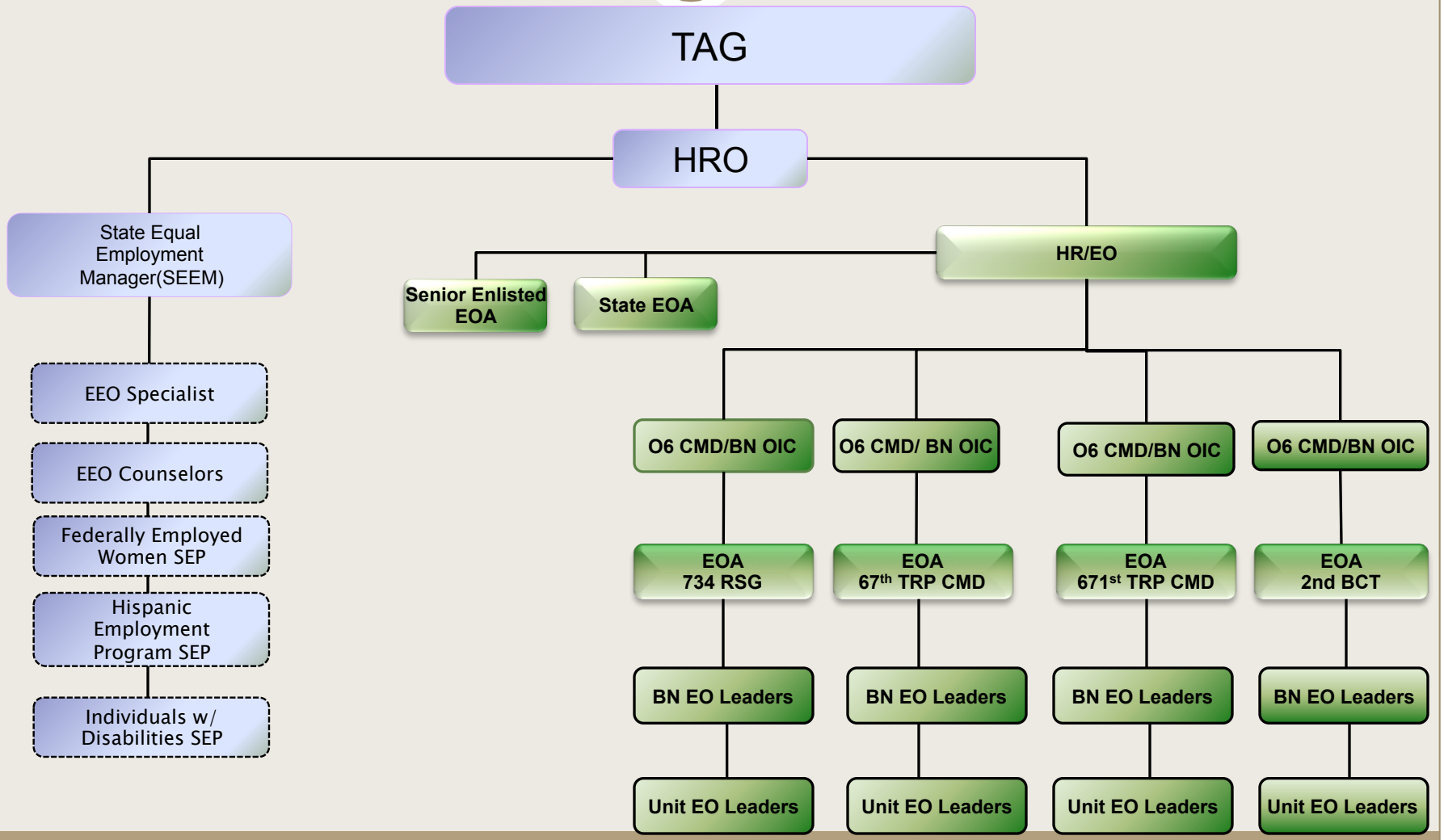
Two Primary Levels of Management

- State Level: HREO (LTC) - Responsible for the overall evaluation and assessment of the TAG's EO Program.

- Major Support Commands: (E-7 and above). EOA Command Team-Responsible for the overall evaluation and assessment of the MSC's EO Program.

☑ Battalion and below: EOL's (E-5 and above). Primary trainer

Staffing


TAG
HRO
State Equal Employment Manager(SEEM)
EEO Specialist
EEO Counselors
Federally Employed Women SEP
Hispanic Employment Program SEP
Individuals w/ Disabilities SEP
Senior Enlisted EOA
State EOA
HR/EO
O6 CMD/BN OIC
O6 CMD/ BN OIC
O6 CMD/BN OIC
O6 CMD/BN OIC
EOA 734 RSG
EOA 67th TRP CMD
EOA 671st TRP CMD
EOA 2nd BCT
BN EO Leaders
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Unit EO Leaders
Unit EO Leaders
Unit EO Leaders
Unit EO Leaders

Equal Opportunity Model

Affirmative

Action Plan (AAP)

Affirmative Action Plan (AAP)

- DOD Directive 1350.2; DOD Instruction 1350.3
- 5 Year Plan- Objective Goals and Mile Stones
- Required at State and all O-6 Commands (Bde)

Affirmative Action Plan (AAP)
DOD Directive 1350.2

- 4.1 *Support the MEO program as a military and economic necessity, as stated by the Secretary of Defense* (reference (c)), and enforce the provisions of this Directive in developing operating EO policies and programs at all levels of activity. Toward that end, Component heads are *charged with promoting EO and affirmative actions*, and for eliminating unlawful discrimination and sexual harassment within the Department.

- 4.2. *Promote an environment free from personal, social, or institutional barriers that prevent Service members from rising to the highest level of responsibility possible. Service members shall be evaluated only on individual merit, fitness, and capability.* Unlawful discrimination against persons or groups based on race, color, religion, sex, or national origin is contrary to good order and discipline and is counterproductive to combat readiness and mission accomplishment. Unlawful discrimination shall not be condoned.

- 4.4 *"Ensure that the Military Services (to include the Reserve components) establish MEO and affirmative action programs that identify and resolve EO problems through formulating, maintaining, and reviewing affirmative action plans (AAPs) with established objectives and milestones, including accountability in personnel management, consistent with DoD Instruction 1350.3 (reference (f)).*"

Affirmative Action Plan (AAP)
DOD Instruction 1350.3

- It is ***DoD policy*** for the Military Services to ***monitor and report on selected dimensions of their personnel programs to ensure equal opportunity and fair treatment for all*** Service members through affirmative actions and other initiatives. It is the prerogative of the Services to establish requirements for affirmative action plans and assessments at organizational levels below Service headquarters.

- E1.1.1. Affirmative Action Plan (AAP). A Service and/or Component document that may ***contain initiatives, processes, systems, activities, objectives, goals, and milestones*** that have been established to achieve the objectives of the equal opportunity program. The AAP is a management tool intended to assist in overcoming the effects of discriminatory treatment as it affects equal opportunity, upward mobility, and the quality of life for military personnel.

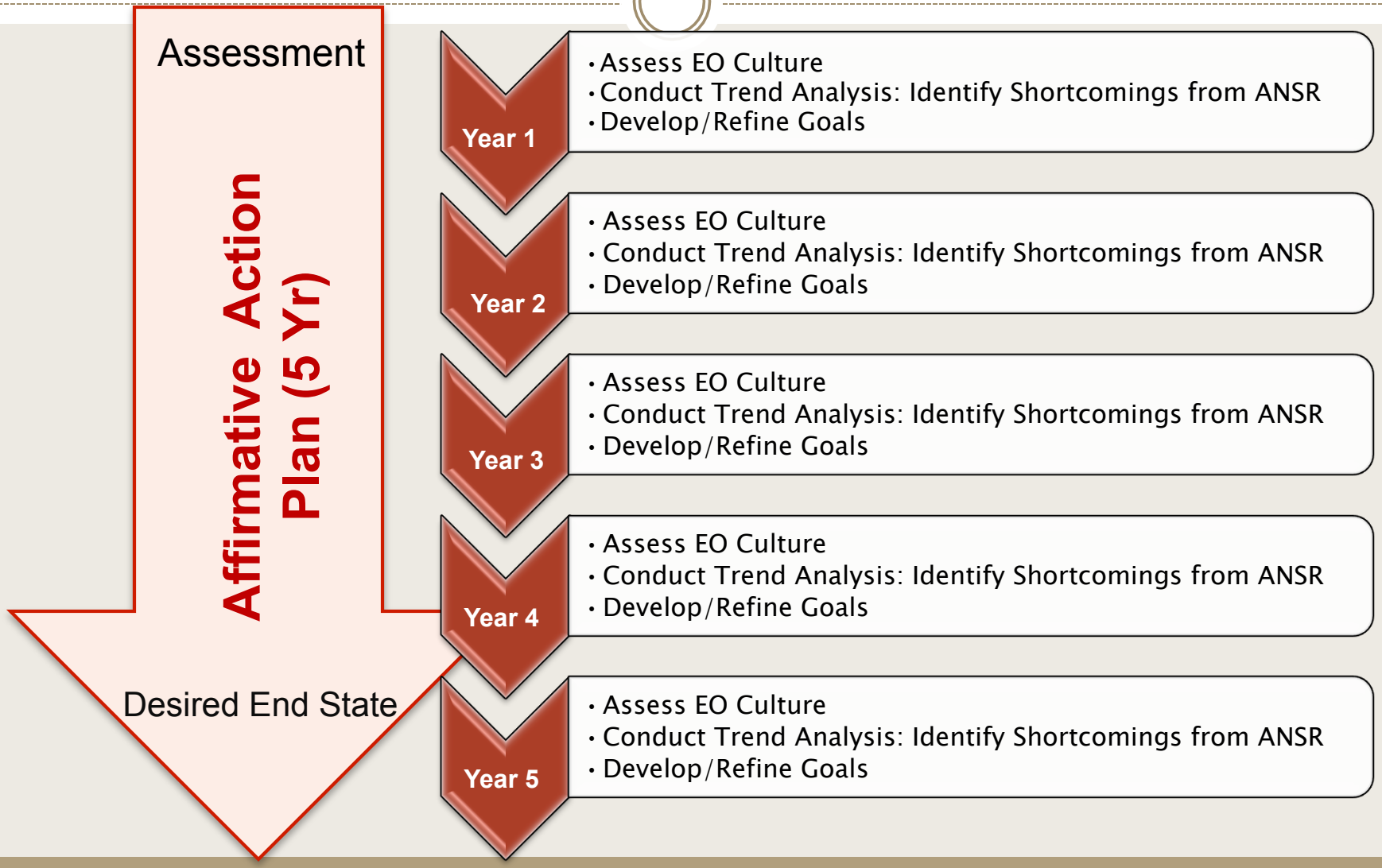
- E1.1.5.. Military Equal Opportunity Assessment (MEOA) ***This is NGB's Annual Narrative Statistical Report (ANSR). An annual report covering the previous fiscal year, due to no later than February 1 of the current year.*** The MEOA displays and analyzes, by Affirmative Action Plan Reporting Category, the data required by enclosure 3 to DoD Directive 1350.2 (reference (a)), and further described in this Instruction. The MEOA is designed to measure the effect of affirmative actions and initiatives (as determined by proponents) as well as provide the rationale for establishing and updating AAP milestones and/or creating new goals.

Affirmative Action Plan (AAP)
Encl 3, DoD 1350.3 Reporting Requirements

- E3.1.1.2. An assessment of each affirmative action in the following 10 categories shall be made an enclosure to the report. The assessment in each category should include quantitative data in the basic race and/or ethnic classifications for officers and enlisted personnel broken down by sex.

  - ☑ E3.1.1.2.1. Recruiting and/or Accessions.
  - ☑ E3.1.1.2.2. Composition.
  - ☑ E3.1.1.2.3. Promotions.
  - ☑ E3.1.1.2.4. PME.
  - ☑ E3.1.1.2.5. Separations.
  - ☑ E3.1.1.2.6. Augmentation and/or Retention.
  - ☑ E3.1.1.2.7. Assignments.
  - ☑ E3.1.1.2.8. Discrimination and/or Sexual Harassment Complaints.
  - ☑ E3.1.1.2.9. Utilization of Skills.
  - ☑ E3.1.1.2.10. Discipline.

Affirmative Action Plan



Affirmative Action Plan (AAP) Sample

Subject: Recruiting / Accessions

Objective: All eligible persons will be afforded the opportunity of membership and advancement in the Iowa National Guard.

Goal: Increase the diversity of the recruiting staff

Proponent: TAG HR/EO Staff, RRC/Strength Maintenance Staff, EOAs & All Commanders.

MILESTONES	FY10	FY11	FY12	FY13	FY14
1. Annually meet and Review ANSR, 90 days prior to end of FY, with RRC Command.					
2. Develop Cultural Awareness Training based on State demographics prior to the end of TY10.					
3. Train Cultural Awareness to Recruiting and Retention Command NLT FY11.					
4. EOA's Track RRC appointments by Ethnicity (REDCAT).					
5. Diversify and train the recruiting staff to effect an increase in the number of appointments to underrepresented groups.					
5. Meet and Review AAP with RRC Command NLT end FY13.					

Equal Opportunity Model

Assessment

Assessment

- Affirmative Action Plan (AAP)
- Annual Narrative Statistical Analysis Report (ANSR)
- Staff Assistance Visits
- Equal Opportunity Climate Assessments
- EOA NCOER's/OER's – Letter of Input by HREO

Assessment: ANSR

- DOD Instruction 1350.3
- E1.1.5. Military Equal Opportunity Assessment (MEOA). ***An annual report covering the previous fiscal year***, due to ASD(FM&P) **no later than February 1 of the current year.** The MEOA displays and analyzes, by Affirmative Action Plan Reporting Category, the data required by enclosure 3 to DoD Directive 1350.2 (reference (a)), and further described in this Instruction. The MEOA is designed to measure the effect of affirmative actions and initiatives (as determined by proponents) as well as provide the rationale for establishing and updating AAP milestones and/or creating new goals.
- *This is NGB's Annual Narrative Statistical Report (ANSR).*

Assessment: ANSR

NATIONAL GUARD BUREAU
ARMY NATIONAL GUARD
ANNUAL NARRATIVE and STATISTICAL REPORT on EO PROGRESS
NGR 600-21 "Equal Opportunity Program in the Army National Guard" dated 14 September 2001 governs the collection of data reported.

DATE (YYYYMMDD) 20100501

STATE Iowa **PERIOD COVERED (YYYYMMDD)** 20081001-20090930 **RESPONSIBLE OFFICER** LTC Rick Ely, AV, IA ARNG, HR/EO

1. FORMAL COMPLAINT SUMMARY INFORMATION

Disposition	Race	Color	Religion	Gender, not S/H	Sexual Harassment	Reprisal	National Origin
a. Settled	0	0	0	0	0	0	0
b. Withdrawn	0	0	0	0	0	0	0
c. Appealed & Pending NGB FAD	0	0	0	0	0	0	0
d. FAD - No Finding of Discrimination	0	0	0	0	0	0	0
e. FAD - Finding of Discrimination	0	0	0	0	0	0	0
f. Other	0	0	0	0	0	0	0
2. Total Formal Complaints	**0**						
3. Total Informal Complaints	**4**	**Informal -** 1 Gender, not S/H (Resolved); 1 S/H (Resolved); 2 S/H (Unsubstantiated).					

4. SENIOR RANKS PROFILE

	Majority				Minority				Total # of Personnel & Unit Affiliation
	Male		Female		Male		Female		
Command Positions	#	%	#	%	#	%	#	%	
a. Brigade Commander	4	100.00%	0	0.00%	0	0.00%	0	0.00%	129-2nd BCT; 59-734th RSG; 36-67th TC; 34-671st TC.
b. Battalion Commander	16	100.00%	0	0.00%	0	0.00%	0	0.00%	690-JFHQ; 700-671st TC; 3200-2nd BCT; 1500-734th RSG; 1500-67th TC.
c. Company/Detachment Commander	58	93.55%	4	6.45%	0	0.00%	0	0.00%	690-JFHQ; 700-671st TC; 3200-2nd BCT; 1500-734th RSG; 1500-67th TC.
d. Command Chief Warrant Officer (CCWO)	1	100.00%	0	0.00%	0	0.00%	0	0.00%	179 Warrant Officers statewide
e. State Command Sergeant Major (SCSM)	1	100.00%	0	0.00%	0	0.00%	0	0.00%	6775 Enlisted personnel statewide
f. Command Sergeant Major (CSM)	19	86.36%	3	13.64%	0	0.00%	0	0.00%	690-JFHQ; 700-671st TC; 3200-2nd BCT; 1500-734th RSG; 1500-67th TC.
g. First Sergeant (1SG)	62	92.54%	3	4.48%	2	2.99%	0	0.00%	690-JFHQ; 700-671st TC; 3200-2nd BCT; 1500-734th RSG; 1500-67th TC.

5. COMPARISON OF NG ARNG PERSONNEL BY ETHNICITY AND RACIAL DEMOGRAPHIC

	Total	# % of Total		Ethnicity: Hispanic / Latino		Ethnicity: Not Hispanic / Latino		White		Black / African American		Asian		Native Pacific Islander / Hawaiian		American Indian / Alaskan Native		Other		Two or more races selected	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officers	636	559	77	6	1	553	76	541	74	5	2	9	0	0	0	1	0	3	1	0	0
		87.89%	12.11%	0.94%	0.16%	86.95%	11.95%	85.06%	11.64%	0.79%	0.31%	1.42%	5.35%	0.00%	0.00%	0.16%	0.00%	0.47%	0.16%	0.00%	0.00%
Warrant Officers	179	169	10	1	0	168	10	168	10	1	0	0	0	0	0	0	0	0	0	0	0
		94.41%	5.59%	0.56%	0.00%	93.85%	5.59%	93.85%	5.59%	0.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Enlisted	6775	5873	902	110	31	5763	871	5693	856	76	21	59	18	3	4	15	2	30	5	0	0
		86.69%	13.31%	1.62%	0.46%	85.06%	12.86%	84.03%	12.63%	1.12%	0.31%	0.87%	0.27%	0.04%	0.06%	0.22%	0.03%	0.44%	0.07%	0.00%	0.00%
Total	7590	6601	989	117	32	6484	957	6402	940	82	23	68	18	3	4	16	2	33	6	0	0
	100%	86.97%	13.03%	1.54%	0.42%	85.43%	12.61%	84.35%	12.38%	1.08%	0.30%	0.90%	0.24%	0.04%	0.05%	0.21%	0.03%	0.43%	0.08%	0.00%	0.00%

Assessment: ANSR

STATE	Iowa	PERIOD COVERED (YYYYMMDD)	20081001-20090930	RESPONSIBLE OFFICER	LTC Rick Ely, AV, IA ARNG, HR/EO

6. EQUAL OPPORTUNITY PERSONNEL BY UNIT

***Do not include Equal Opportunity Leaders (EOLs)**

Unit and Level of Command	Rank / Name	Position	DEOMI Qualified		Race	Gender	Assigned Date	Replacement Date
			Yes-Date	No				
JFHQ - STATE	LTC RICKEY ELY	HR/EO	20080208		CAUCASIAN	MALE	20070501	20110131
JFHQ - STATE	CW2 CONSTANCE WILLIAMS	EO PRGM MGR	20080208		CAUCASIAN	FEMALE	20070501	N/A
JFHQ - STATE	MSG JENNIFER HIRAKAWA	SR ENL EOA	20060216		ASIAN	FEMALE	20090306	20120306
JFHQ - STATE	CW4 JEFFREY CRAVEN	ADDITIONAL EOA	20090211		CAUCASIAN	MALE	20081001	N/A
2ND BCT - O6 LEVEL	SFC CHRISTOPHER WHITE	CMD EOA	20090211		AFRICAN-AMERICAN	MALE	20090423	20120423
671ST TC - O6 LEVEL	SFC EARL GERDEMAN	CMD EOA	20090626		CAUCASIAN	MALE	20081001	20111001
67TH TC - O6 LEVEL	SFC COREY HITE	CMD EOA	20100228		CAUCASIAN	MALE	20090401	20120401
734TH RSG - O6 LEVEL	SSG ANIKA GAAR	CMD EOA		X	CAUCASIAN	FEMALE	20081130	20111130

7. STAFF ASSISTANCE VISITS (SAV) / EO / PREVENTION OF SEXUAL HARASSSMENT (POSH) TRAINING:

Unit	SAV Date	DEOCS*		Equal Opportunity Training		Senior Personnel Attending Equal Opportunity Training	Sexual Harassment Training		Senior Personnel Attending Sexual Harassment Training
		Yes-Date	No	Topic	Date		Topic	Date	
671 HHD	2-Nov		X	Complaint Procedures	2-Nov	BDE CDR, CSM, Co CDR, 1SG	POSH	5-Apr	BDE CDR, CSM, Co CDR, 1SG
RRC	2-Nov		X	Complaint Procedures	2-Nov	BN CDR, BN SGM	POSH	5-Apr	BN CDR, BN SGM
AMEDD	2-Nov		X	Complaint Procedures	2-Nov	Co CDR, 1SG	POSH	5-Apr	Co CDR, 1SG
RTI	6-Dec		X	Extremism	6-Dec	BN CDR, 1SG	POSH	5-Apr	BN CDR, 1SG
NMTC	6-Dec		X	Extremism	6-Dec	BN CDR, 1SG	POSH	5-Apr	BN CDR, 1SG
71ST CST	10-Jan		X	Complaint Procedures	10-Jan	BN CDR, 1SG	POSH	5-Apr	BN CDR, 1SG
OTB	6-Dec		X	Extremism	6-Dec	CDR, 1SG	POSH	5-Apr	CDR, 1SG
135TH MPAD	2-Nov		X	Complaint Procedures	2-Nov	Co CDR, 1SG	POSH	5-Apr	Co CDR, 1SG
OSACOM	10-Jan		X	Complaint Procedures	10-Jan	Co CDR, 1SG	POSH	5-Apr	Co CDR, 1SG
TNG SITE	6-Dec		X	Extremism	6-Dec	BN CDR, BN SGM	POSH	5-Apr	BN CDR, BN SGM
INFO OPS	10-Jan		X	Complaint Procedures	10-Jan	Co CDR, 1SG	POSH	5-Apr	Co CDR, 1SG
SEE CONTINUATION PAGE									

8. COMMENTS REGARDING TRAINING i.e. SUCCESSES, BARRIERS, FEEDBACK:

The Human Relations/Equal Opportunity (HR/EO) office staff conducted the 60-hr DA EOL Certification Course (EOLC) training 40 attendees this fiscal year. The training was coordinated through the 185th RTI and was conducted by the HR/EO, state EO Program Manager, State Senior Enlisted EOA, and two of our MSC EOA's. The DA training POI is designed to ensure that the unit EOL's have an understanding of EO processes and the skills necessary to assist the commander in his/her unit EO program functions both at home station and upon deployment. A key focus of all EO training throughout our organization is the Complaint Process for both Title 32 and Title 10 Soldiers due to the high OPTEMPO and mobilizations in support of the Global War on Terrorism. EOL's are provided information and access to multiple Audio/Video training materials, lesson plans and exercises maintained by the HR/EO Staff office located at the state headquarters. EOL's also have at their disposal numerous Power Point presentations available on the Iowa National Guard's intranet website. EOL's are further encouraged to utilize materials and subjects that are available at their unit and pertinent to the issues faced by their particular organizations. In Fiscal Year 10 the IA ARNG will be conducting the 60hr EOLC in April and August. The April course will be geared to the EOLs assigned to the 2nd BCT and subordinate units as there are 3,500 Soldiers preparing to deploy with this element in the summer of '10 in support of OIF/OEF. The August course will capture the remaining EOL's within the state that are in need of certification training.

Assessment: ANSR

STATE	Iowa	PERIOD COVERED (YYYYMMMDD)	20081001-20090930	RESPONSIBLE OFFICER	LTC Rick Ely, AV, IA ARNG, HR/EO

9. ANALYSIS OF CURRENT STATE OF AFFIRMATIVE ACTION PLAN (AAP) (Refer to current AAP to assess):

a. AAP Goal Progress:

The last Affirmative Action Plan (AAP) forwarded to NGB was dated 27 September 2005 for the period covering FY 2006-2010. Review of the most recent AAP indicated that a new document needed to be produced containing substantive objectives, goals, milestones and actions to be addressed by proponent staff. Keeping with the current leaderships philosophy of command and intent to develop a Human Relations Culture, rather than just a program, the AAP is being called the Human Relations Action Plan (HRAP) in our state. A first draft has been developed and corrections/additions are being made at this time. This document includes measurable goals, milestones, objectives, and identifies the parties responsible for achievement of each of these areas of concentration. Each of the subject areas identified in the AAP are either required by regulatory guidance or are identified as necessities for a favorable Human Relations Culture within the Iowa National Guard. Upon completion the AAP will be forwarded to NGB for review.

b. AAP Shortfalls:

The shortfalls for the AAP/HRAP are the amount of time it has taken to develop the measurable goals, milestones and objectives and the lack of submission of an AAP to NGB in a timely manner. The EO Program Manager is working with the state's Strategic Planning cell to ensure that the AAP is produced in accordance with the TAG's long-range strategic plans.

c. AAP Assessment - *Address current progress in the ten (10) DoD mandatory categories*:

Without substantive goals, objectives, and milestones there has been no means of measuring whether or not progress has been made in any of these areas. At this point, assessment would be subjective and would not serve any other purpose than "checking the block". It is the intent of the command and the HR/EO Staff to provide legitimate reports to NGB, therefore, at this time there is no additional information to give.

Assessment: ANSR

STATE	Iowa	PERIOD COVERED (YYYYMMDD)	20081001-20090930	RESPONSIBLE OFFICER	LTC Rick Ely, AV, IA ARNG, HR/EO

10. IDENTIFY COMMUNITY AFFAIRS INVOLVEMENT:

The Iowa National Guard continues to be involved in the diverse communities within our state. Having six (6) full-time personnel dedicated to EO, Diversity and Cultural Awareness has allowed the organization to have a daily influence on the communities across the state. These full-time personnel are either board members or committee members for many of the minority communities that are found in our state: Native American, African-American, Asian/Pacific Islander, and Latino. The IA National Guard has been involved with the annual ethnic events of these communities that include: The Latino Heritage Festival; Laying Claim to Our Spirit: African-American Women's Leadership Conference; Iowa's Mosaic Diversity Conference; I'll Make Me A World In Iowa: African-American Celebration Day; and Celebr-Asian Iowa: Asian Heritage Festival. All of these involvements have gained the IA National Guard unprecedented access into their communities allowing for the building of relationships and trust in order to mentor and educate these populations about the National Guard and our missions to the community, state, and national defense. Mentorship is further provided to many of these groups by utilizing the Leadership Reaction Course and Repelling Tower at Camp Dodge for team building exercises and increasing self-esteem amongst the children and young adults within the community. In addition, our community partners have requested that we combine our EO/EEO/Diversity training efforts with their organizations to maximize our participation in the community. This will further their knowledge of the various opportunities available within the Iowa National Guard for their employees. We will continue with our community relations efforts in the future and will be adding an annual Camp Dodge Cultural Event in order to bring all of these communities together in one place thus exposing and educating our Soldiers about the global world that lives right here around them in Iowa.

11. ADJUTANT GENERAL ASSESSMENT OF THE OVERALL HUMAN RELATIONS CLIMATE:

The Human Relations Culture in Iowa has continued to expand with a new vision and a positive impact towards readiness and improving mission effectiveness. The passion and energy exhibited by all levels of Equal Opportunity staff has resulted in successfully getting the message out that EO is not a "program" but rather a Human Relations Culture in our organization. The HR/EO office staff (the management level) provides vision, guidance and oversight to the EOA's at the MSC execution level. Iowa's HRAP (NGB's Affirmative Action Plan), will continue to develop and shape our equal opportunity culture with positive impacts towards mission readiness of our military force. The HRAP will continue to expand on our ability to meet and maintain regulatory requirements and expand the internal and external cultural awareness, outreach and mentorship programs in our organization for the coming years. This FY saw several changes in Iowa's Equal Opportunity program. Previously we had separate Unit Diversity Coordinators (UDCs) and Equal Opportunity Leaders (EOLs). While in some cases the individual was assigned both collateral duties, a majority of the units had different personnel for both assignments. This created confusion for the command and Soldiers, and often became a burden rather than a force multiplier. Thus, Iowa has streamlined the program by determining that Diversity is a component of a viable and healthy Human Relations Culture. Change to the overall culture of the organization is the focus of the current leadership. The focus will no longer be on an "EO program" but rather on creating an environment where ALL individuals are valued, respected, and their differences are embraced to strengthen the organization to be a culturally and globally competent fighting force. DA requires that units have a primary and alternate EOL and there is no regulatory requirement for a UDC. Therefore the UDCs have become the alternate EOLs for their units. EOLs will incorporate diversity, cultural awareness and outreach into their unit Human Relations Culture. This additional training complements the already mandated Sexual Harassment and EO Complaint Processing training done throughout the organization. This process of establishing a healthy Human Relations culture will continue to be evaluated and refined in the coming years.

Assessment: ANSR

STATE	Iowa	PERIOD COVERED (YYYYMMDD)	20081001-20090930	RESPONSIBLE OFFICER	LTC Rick Ely, AV, IA ARNG, HR/EO

CONTINUATION PAGE

7. STAFF ASSISTANCE VISITS (SAV) / EO / PREVENTION OF SEXUAL HARASSSMENT (POSH) TRAINING:

Unit	SAV Date	DEOCS*		Equal Opportunity Training		Senior Personnel Attending Equal Opportunity Training	Sexual Harassment Training		Senior Personnel Attending Sexual Harassment Training
		Yes-Date	No	Topic	Date		Topic	Date	
HHD, 734th RSG	N/A		X	Complaint Procedures	6-Dec	O-6 (1), E-9 (2), O-5 (2), O-4 (2)	POSH	6-Dec	O-6 (1), E-9 (2), O-5 (2), O-4 (3)
HHC, 1034th CSSB	N/A		X	Equal Opportunity Training	14-Dec	O-4 (1), O-3 (4), O-2 (3),E-8 (2)	POSH	14-Dec	O-4 (1), O-3 (4), O-2 (3),E-8 (2)
1133rd Trans Co (Rear)	N/A		X	Complaint Procedures	6-Dec	O-2 (1), E-6 (1)	POSH	6-Dec	O-2 (1), E-6 (1)
HHC, 185th CSSB	N/A		X	Equal Opportunity Training	13-Dec	O-4 (2), O-3 (8), E-9 (1), E-8 (3)	POSH	13-Dec	O-4 (2), O-3 (8), E-9 (1), E-8 (3)
186th MP Co	N/A		X	Equal Opportunity Training	13-Dec	Unknown. Ranks not listed on sign in roster	POSH	13-Dec	Unknown. Ranks not listed on sign in roster
2168th Trans Co	N/A		X	Equal Opportunity Training	13-Dec	WO-1 (1), E-7 (4)	POSH	14-Dec	WO-1 (1), E-7 (4)
3654th Maint Co	N/A		X	Complaint Procedures	6-Dec	Unknown. Ranks not listed on sign in roster	POSH	6-Dec	Unknown. Ranks not listed on sign in roster
1-194 FA	12-Feb	5-Jun		EO TRNG	12-Dec	BN CDR, 1SG	POSH	8-Jan	BN CDR, 1SG
1-168 IN	10-Feb	17-Jan		CO2 TRNG	12-Dec	BN CDR, 1SG	POSH	12-Dec	BN CDR, 1SG
1-113 Cav	11-Feb		X	CO2 TRNG	12-Dec	1SG	POSH	12-Dec	1SG
1-133IN	17-Feb	16-Oct		CO2 TRNG	2-Dec	BN CDR, 1SG	POSH	2-Dec	BN CDR, 1SG
BSTB -334	18-Feb		X	Gender Diversity	1-Jan	1SG	POSH	8-Jan	Complaint Procedures/ Senior Staff Personnel
334 BSB	18-Feb	3-May		CO2 TRNG	12-Dec	BN CDR, 1SG	POSH	12-Jan	BN CDR, 1SG
134th MED	19-Jul		X	Complaint Procedures	19-Dec	Co CDR, 1SG	POSH	16-Jan	Co CDR, 1SG
833 EN Co	6-Aug		X	Complaint Procedures	12-Dec	CDR, 1SG	POSH	8-Jan	CDR, 1SG

Assessment: SAV's

- Staff assistance visits are prescribed per DoD, DA, and NGB as ***essential elements to assessing*** the overall human relations equal opportunity culture within the organization.

- Staff assistance visits are important tools used to ***assess the human relations culture of each unit which can impact readiness.*** SAVs will help identify areas that require additional support and highlight concerns that require attention.

- Staff assistance visits assist DoD agencies in ***the promotion of an environment free from personal, social, or institutional barriers that prevent members from rising to the highest level of responsibility possible.*** Unlawful discrimination against persons or groups is contrary to good order and discipline and is counterproductive to combat readiness and mission accomplishment. Unlawful discrimination shall not be condoned.

Assessment: SAV's

The following are three methods of approach for programming SAVs:

- Master schedule – Every 24 months and/or within 12 months prior to deployment.
- Commander's request – Either the commander or the higher headquarters may request.
- Event/contingency motivated – Prompted by a crisis or incident and planned with additional attention to possible tension and anxiety being experienced within the organization.

Assessment: SAV's

Staff Assistance Visits are designed to :

- *Assess and measure the effectiveness* of the unit commander's human relations culture as it accomplishes DoD, DA, NGB and Iowa EO program objectives.

- *Assist, teach, and train subordinate EOA's/EOL's* on how to meet the standards required to operate effectively within their particular functional area.

- *Assess elements of Equal Opportunity that can impact readiness* of each Major Support Command (MSC) by identifying areas that require additional support and by highlighting deficiencies that require resolution.

Assessment: SAV's

SAV Planning – 24 MONTHS

- Provide CMDR w/ Request to Conduct SAV MFR.
- Review deployment timeline schedule to determine which units are forecasted for mobilization.
- Review MSC Master Calendar
- Annotate SAV date on state yearly and EO training calendars.

Assessment: SAV's

SAV Planning – 18 MONTHS

- CMDR selects and confirms date for SAV
- Provide CMDR w/ Notification of Intent MFR.
- Verify that no conflicts have occurred on the state yearly and EO training calendars.

SAV Planning – 12 MONTHS

- Validate and confirm SAV dates with State and Commands

Assessment: SAV's

SAV Planning – 180 Days Out

- Validate and confirm SAV dates with State and Commands
- Verify that no conflicts have occurred on the state yearly and EO training calendars.
- Provide CMDR w/ Letter of Instruction MFR.
- Ensure EOA completes and/or conducts DEOCS throughout the command.

Assessment: SAV's

SAV Planning – 90 Days

- MSC EOA's provide assessment of organization forward to SAV Team.
- Identify any additional requirements requested by the CMDR.
- Identify tasks and responsibilities for each member of the SAV team.
- Identify necessary resources and logistics (transportation, site requirements, etc).
- Build a tentative agenda.

Assessment: SAV's

SAV Planning – 60 Days

- Review and analyze statistical data to identify trends and/or concerns.
- Update SAV agenda as needed and provide a copy to the CMDR.

Assessment: SAV's

SAV Planning – 30 Days

- Lead SAV member makes contact with CDR/EOA to:
  - Confirm the scope of service being provided
  - Review agenda for any last minute changes
- Complete In-Brief slides and format Out-Brief slides
- Prepare SAV documents for visit (fill in all information available on forms and documents)

Assessment: SAV's

SAV Planning – 15 Days

- SAV team reviews initial assessment.
- Conduct final preparations. Is anything missing?
- Address any additional issues that arise prior to conducting the SAV.

Assessment: SAV s

Example

Request to Conduct an SAV

HEADQUARTERS XXXXX NATIONAL GUARD
Equal Opportunity Office
1111 George Drive
Big City , State 3333

S: DATE

STATE-HRO-EO DATE

MEMORANDUM FOR XXX TC Commander, XXXXXXXX, MSC address

SUBJECT: Human Relations/Equal Opportunity (HR/EO) Office Request to Conduct a Staff Assistance Visit.

1. Equal Opportunity Staff Assistance Visits (EO-SAVs) are conducted in accordance with AR 600-20 and NGR 600-21. MSC level visits are designed to measure the effectiveness of the commander's Equal Opportunity (EO) program, and to assist commanders in accomplishing EO program objectives. They are an important tool to assess the combat readiness of each unit in the organization to insure that our units can conduct their mission. Program design, policy execution, and program administration are the primary areas of focus. The EO-SAV is designed to identify areas that require additional support and highlight concerns that require attention.

2. The HR/EO staff would like to conduct an EO-SAV on the Equal Opportunity program in the XXX Troop Command on one of these dates:

a. First Choice
b. Second Choice

3. MSC EOA's need to :

a. Review the MSC Master Calendar to ensure that the EO-SAV will not interfere with previously scheduled events.

b. Review the MSC organizational timeline schedules to determine which, if any, units are forecasted for mobilization.

c. Confirm EO-SAV date chosen by command with HR/EO staff NLT 30 from receipt of this request.

4. HR/EO staff will annotate EO-SAV date on the state YTC and EO Training Calendars once confirmation is received from MSC EOA.

5. POC for this Equal Opportunity Staff Assistance Visit is the State Senior Enlisted EOA, MSG Barry Bigguy, at 515-XXX-XXX or via email at barry.bigguy@us.army.mil .

MY HREO
LTC, AV, State ARNG
Human Relations/
Equal Opportunity Officer

Assessment: SAV's

Example

Notification to Conduct an SAV

HEADQUARTERS XXXXX NATIONAL GUARD
EQUAL OPPORTUNITY OFFICE
1111 George Drive
Big City, State 3333

XXXX-HRO-EO DATE

MEMORANDUM FOR XXX TC Commander, XXXXXXXX, MSC address

SUBJECT: Notification of Intent to Conduct an Equal Opportunity Staff Assistance Visit (EO-SAV).

1. Reference: Memorandum, NGIA-HRO-EO, dtd _____, subject: HR/EO Office Request to Conduct a Staff Assistance Visit.

2. On XXXX 2010, the Human Relations/Equal Opportunity (HR/EO) Staff intends to conduct a SAV on the Equal Opportunity program in the XXX Troop Command. EO-SAVs are conducted in accordance with AR 600-20 and NGR 600-21.

3. MSC level visits are designed to measure the effectiveness of the commander's Equal Opportunity (EO) program and to assist commanders in accomplishing EO program objectives. They are an important tool to assess the combat readiness of each unit in the organization to insure that our units can conduct their mission. Program design, policy execution, and program administration are the primary areas of focus. The EO-SAV is designed to identify areas that require additional support and highlight concerns that require attention.

4. The goal of this EO-SAV is to _____

5. POC for this Equal Opportunity Staff Assistance Visit is the State Senior Enlisted EOA, MSG Barry Bigguy, at 515-xxx-xxxx or via email at barry.bigguy@us.army.mil .

MY HREO
LTC, AV, State ARNG
Human Relations/
Equal Opportunity Officer

Assessment: SAV's

Example

Letter of Instruction

HEADQUARTERS XXXX NATIONAL GUARD
Equal Opportunity Office
1111 George Drive
Big City, State 3333

S: DATE

NGIA-HRO-EO DATE

MEMORANDUM FOR Commander ____ Troop Command, COL _____, command address

SUBJECT: Letter of Instruction for MSC Level Equal Opportunity Staff Assistance Visit.

1. References:

a. Memorandum, NGIA-HRO-EO, dtd _____, subject: HR/EO Office Request to Conduct a Staff Assistance Visit.

b. Memorandum, NGIA-HRO-EO, dtd _____, subject: Notification of Intent to Conduct an Equal Opportunity Staff Assistance Visit.

2. Human Relations/Equal Opportunity (HR/EO) staff will conduct an MSC level Equal Opportunity Staff Assistance Visit (EO-SAV) on _____ 2010 at _____. EO-SAVs are conducted IAW AR 600-20, NGR 600-21 and the Iowa National Guard EO Handbook.

3. This EO-SAV is an external assessment designed to measure the effectiveness of the commander's Equal Opportunity (EO) program and to assist commanders in accomplishing EO program objectives. The EO-SAV is an important tool to assess the combat readiness of each unit in the organization, and will help identify areas that require additional support and highlight concerns that require attention. The assessment of program design, policy execution, and program administration will focus on the following primary areas:

a. Leader Involvement
b. Human Relations Action Plan
c. Staffing
d. Assessment
e. Training
f. Complaint Processing
g. Special Observances and Outreach

4. A minimum of six hours is requested for the HR/EO staff to successfully complete the assessment of the commands EO program.

a. Location/Time/Date: The EO-SAV will commence with an In-Brief to the Commander, Command Sergeants Major, and additional selected staff at Location & Time on Date and will conclude with a thirty-minute Out-Brief later the same day.

Assessment: SAV's

Example

Letter of Instruction

NGIA-HRO-EO
SUBJECT: Letter of Instruction for MSC Level Equal Opportunity Staff Assistance Visit.

b. Office Calls: HR/EO staff intends to conduct an office call with the Commander and CSM, at their location, according to the agenda. An office call with the MSC Staff Judge Advocate and Chaplain, at their respective locations, may also be requested as part of the assessment process.

c. MSC EOA and EOLs: It is the responsibility of the MSC EOA and subordinate EOLs to:

(1) Ensure that Organizational Climate Surveys (DEOCS) are completed throughout the command and a Memorandum For Record is forwarded to the HR/EO Office, ATTN: MSG Ellie O. Advisor NLT 60 days prior to the SAV.

(2) Collect and provide statistical data (ANSR information). If the EO-SAV is scheduled more than 180 days after 30 October, forward current ANSR data to the HR/EO Office, ATTN: MSG Hirakawa NLT 60 days prior to the EO-SAV.

(3) Participate in the In-Brief and the Out-Brief.

(4) Ensure designated personnel are present for focus groups, if scheduled, and a list of requested attendees is provided to the HR/EO Office, ATTN: MSG Hirakawa NLT 60 days prior to the SAV.

d. Requested Items: A tabletop/desk space to conduct EO-SAV, access to a printer and/or copy machine, classroom space for focus groups if scheduled, and an interview location for one-on-one visits if needed.

5. HR/EO staff members have overall responsibility for planning, coordinating and executing the EO-SAV. The POC for this information is the State Senior Enlisted EOA, MSG Ellie O. Advisor, at (515) 2XX-XXXX or via email at Ellie.Advisor@us.army.mil.

MR HREO
LTC, AV, Iowa ARNG
Human Relations Equal Opportunity Officer

Assessment: SAV's

Staff Assistance Visit

Checklist

EQUAL OPPORTUNITY OFFICE

STAFF ASSISTANCE VISIT CHECKLIST

PURPOSE
The Equal Opportunity (EO) Staff Assistance Visit (SAV) Checklist is designed to measure the overall effectiveness of units and activities EO programs and climate. Units and activities are assessed in accordance with Department of the Army (DA), and local EO regulations and program objectives. The primary areas of focus are: Leader involvement, EOA/EOL staffing, Equal Opportunity Action Plan, complaint processing, unit assessment, training, and special/ethnic observances. This checklist will serve as a guideline for the SAV but is not all inclusive. The results of SAV are intended primarily for the unit/activity Command Group. However, they are kept on file for two years in the HREO office and are available to the Chief of Staff and The Adjutant General.
IOWA EO OBJECTIVES
Ensure just and equal treatment of all Iowa National Guard personnel while maintaining the highest possible level of professionalism and combat readiness.
Ensure all levels of command are positively and aggressively committed to, and involved in, furthering the EO program, and having a workable equal opportunity action program.
Monitor EO training in units and activities to ensure requirements are met and instructions are given by qualified personnel.
POLICY
Provide equal opportunity and fair treatment for Soldiers, their family members, and DA civilians without regard to race, color, gender, religion, or national origin.
PROGRAM GUIDANCE
Program guidance is outlined in AR 600-20, DA Pam 600-26, NGR 600-21 and NGR 600-22.

IOWA EQUAL OPPORTUNITY STAFF ASSISTANCE VISIT	
COMMAND/ACTIVITY:	
DATE OF SAV:	
INBRIEF CONDUCTED WITH:	
OUTBRIEF CONDUCTED WITH:	
OBSERVATIONS:	SEE ASSESSMENT SUMMARY
RECOMMENDATIONS:	SEE ASSESSMENT SUMMARY

Assessment: SAV's

SAV Checklist

Leader Involvement

	Yes	No	N/A
LEADER INVOLVEMENT			
1. Is the commander in the EOA's rating scheme per AR 600-20 Para 6-3i(7)?			
REMARKS:			
2. Has the commander published separate EO policy statements and are they posted throughout the command IAW AR 600-20 Para 6-3i (11)?			
a. Equal Opportunity?			
b. Prevention of Sexual Harassment?			
c. Complaint Procedures?			
REMARKS:			
3. Does the command maintain and post the EOA's Contact Information throughout the command?			
REMARKS:			
4. Does the principal EOA attend command staff meetings (both drill and FT) per AR 600-20 Para 6-3i(6)?			
REMARKS:			
5. Does the EOA provide briefings to the command related to human relations training, command climate surveys, and other pertinent EOA/ EOL information per AR 600-20 Para 6-15a(1)(a-c)?			
REMARKS:			
6. Has the principal EOA developed a working relationship with support agencies (i.e. SJA, IG, Chaplain, EEO, and SARC).			
REMARKS:			

Assessment: SAV's

SAV Checklist

Affirmative Action Plan

	Yes	No	N/A
HUMAN RELATIONS ACTION PLAN (HRAP)			
1. Does the EOA assist commanders in the development of realistic EO Action Plans and monitor the progress of plans?			
REMARKS:			
2. Does the command have an approved Equal Opportunity Action Plan or Human Relations Action Plan (EOAP or HRAP) per NGR 600-21 Para 5-6c(1)?			
REMARKS:			
3. Are the goals achievable and measurable per NGR 600-21 Para 5-4?			
REMARKS:			
4. Are the EOAPs or HRAPs reviewed annually to assess the effectiveness of past actions, to initiate new actions, and to sustain, monitor, or delete goals already achieved per NGR 600-21 Para 5-7?			
REMARKS:			

Assessment: SAV's

SAV Checklist

Staffing and Resourcing

	Yes	No	N/A
STAFFING & RESOURCING			
1. Are EOAs utilized IAW NGR 600-21 and AR 600-20:			
a. Does the EOA recommend appropriate remedies to eliminate and prevent unlawful discrimination and sexual harassment?			
REMARKS:			
b. Does the EOA keep HR/EO office informed, in a timely manner, of EO matters within their respective units:			
1) Command Climate Survey (DEOCS)?			
2) Complaints?			
3) Outreach & Observances?			
REMARKS:			
c. Does the EOA assist commanders in assessing, planning, and evaluating their EO Programs?			
REMARKS:			
d. Are EOA's being assigned duties that may subsequently disqualify them from being impartial or being perceived as impartial or creating a conflict of interest that prevents them from performing their primary duties as an EOA?			
REMARKS:			
e. Does the EOA periodically prepare reports and briefings for commanders and other staff agents in the organization on the MSCs EO Action Plan and other initiatives being done to improve or maintain the command climate?			
REMARKS:			
f. Are Additional TDA Authorizations and duty appointment orders for EOA position on file?			
REMARKS:			
2. Are EOLs assigned to each Company/Battery/Troop, Battalion, or Brigade/Region per AR 600-20 Para 6-2l and NGR 600-21 Para 4i(7)?			
REMARKS:			

Assessment: SAV's

SAV Checklist

Assessment

	Yes	No	N/A
ASSESSMENT			
1. Are company/battery commanders utilizing the Command Climate Survey per AR 600-20 Para 6-3i(13) & App E-1 and NGR 600-21 Para 2-9?			
REMARKS:			
2. Are company/battery commanders providing feedback to Soldiers within 60 days from the completion of Command Climate Surveys per AR 600-20 Para 6-3i(14)?			
REMARKS:			
3. Does the EOA continuously assess the command climate through formal surveys, interviews, facilitated small group discussions, and accessibility to the unit?			
REMARKS:			
4. Is documentation of surveys and feedback that have been completed being forwarded to the HR/EO office and retained by the EOA for 2 years?			
REMARKS:			
5. Does the EOA conduct staff assistance visits to subordinate units?			
REMARKS:			
6. Does EOA submit timely and complete reports thru their command to the HR/EO office by 30 October in order to comply with NGR 600-21 Para 1-4f(3) & AR 600-20 Para 6-17?			
a. Annual Narrative & Statistical Report (ANSR)?			
b. Human Relations Action Plan (HRAP) or Annual Review of HRAP?			
REMARKS:			

Assessment: SAV's

SAV Checklist

Training

	Yes	No	N/A
TRAINING			
1. Are units conducting 1 hour of EO **AND** 1 hour of POSH training annually IAW NGR 600-21?			
REMARKS:			
2. Does the EOA provide formal EO orientations/briefings for newly assigned key leadership and personnel?			
REMARKS:			
3. Is EO/POSH training properly documented (i.e. training schedule, training files, etc) per AR 600-20 Para 6-15a(2)?			
REMARKS:			
4. Are EOAs afforded the opportunity to receive continuing education (e.g. EOA Training Conferences, Mediation, Facilitation, etc.) per AR 600-20 Para 6-3e(7)?			
REMARKS:			
5. Are EOLs trained utilizing the 60 hour TSP per Memorandum, NGB-EO, 01 Feb 10, subject: Equal Opportunity Leaders Course (EOLC)?			
REMARKS:			
6. Does the EOA provide annual refresher training for EOL's subordinate to their command?			
REMARKS:			
7. Does the EOA assist the commander in conducting EO training that employs small-group, discussion based, and interactive facilitation methods like the consideration of others' methodology per AR 600-20 Para 6-15a(2)?			
REMARKS:			
8. Does the EOA assist in evaluating the effectiveness of unit training conducted by commanders?			
REMARKS:			

Assessment: SAV's

SAV Checklist

Complaint Processing

	Yes	No	N/A
COMPLAINT PROCESSING			
1. Does the EOA receive and assist in processing individual complaints of unlawful discrimination and sexual harassment in the informal stage and conduct EO inquiries according to the commander's guidance?			
REMARKS:			
2. Is an NGB Form 333 completed and maintained by the EOA for all complaints (formal and informal) per NGR 600-21?			
REMARKS:			
3. Was the complaint form (NGB 333) completed correctly and did complainant sign it?			
REMARKS:			
4. Does the EOA advise commanders regarding issues, merits, validity, and processing of discrimination complaints? By what means are they advised?			
a. Written Memorandums?			
b. Briefing Slides?			
c. Climate Surveys (DEOCS)?			
d. Annual Narrative & Statistical Report (ANSR)?			
e. Other. Explain?			
REMARKS:			
5. Are all EO/SH complaints being reported to the HR/EO office within a timely manner per NGR 200-21 Para 1-4h(4)? By what means?			
a. Written Memorandums?			
b. Complaint Matrix Spreadsheet?			
c. Other. Explain?			
REMARKS:			
6. Does the EOA provide advisory assistance to commanders and investigating officers in the investigation and resolution of unlawful discrimination and sexual harassment complaints per AR 600-20 App D-6d?			
REMARKS:			
7. When a formal complaint has been filed, did the commander/EOA request an NGB case number through the HR/EO office and initiate a Commander's Reprisal Prevention Plan within 72 hours per NGR 600-22 Para 2-2c & Fig. 2-2?			
REMARKS:			
8. Was the case file properly prepared, filed and maintained for 2 years from the end of the case per AR 600-20 App D-11b?			
REMARKS:			

Assessment: SAV's

SAV Checklist

Complaint Processing

	Yes	No	N/A
COMPLAINT PROCESSING (CONTINUED)			
9. When Investigations are conducted based on an EO complaint of illegal discrimination:			
a. Are the orders appointing an IO enclosed in the investigative report per AR 600-20 App D-6k?			
b. Did the investigative report include the completed and initialed reprisal plan per NGR 600-22 Fig 2-2 and NG Pam 600-22 App H?			
c. Did the investigative report include a list of questions developed with the assistance of the EOA?			
d. Did the EOA conduct a review of the case file prior to the investigation being submitted to the SJA for legal review per AR 600-20 App D-6j?			
REMARKS:			
10. Did the EOA conduct a follow-up with the complainant within prescribed timelines following the completion of the report per AR 600-20 App D-10?			
REMARKS:			
11. Was follow-up done with the complainant done:			
a. In writing?			
b. Verbally?			
c. Telephonic?			
d. Electronic Email?			
e. Other? Explain.			
REMARKS:			
12. Were complaint processing timelines met per NGR 600-22 Para 1-8 & 1-9?			
REMARKS:			

Assessment: SAV's

SAV Checklist

Special Observances and Outreach

	Yes	No	N/A
SPECIAL OBSERVANCES & OUTREACH			
1. Does the EOA ensure that commanders are planning and conducting ethnic observances/special commemorations as outlined in AR 600-20 table 6–1 and NGB 600-21 Table 4-1?			
REMARKS:			
2. Has the EOA developed standing committees to assist in planning ethnic observances/special commemorations IAW AR 600-20 Para 6-19e & DEOMI Guide p.8-11?			
REMARKS:			
3. Is adequate funding provided for ethnic observances/ special commemorations per AR 600-20 Para 6-19c & DEOMI Guide p.6?			
REMARKS:			
4. Are ethnic observances/special commemorations adequately publicized per AR 600-20 Para 6-19d & DEOMI Guide p.8?			
REMARKS:			
5. Does the EOA maintain, where appropriate, informal liaison with community organizations fostering civil rights per AR 600-20 Para 6-3k(20)? (If the EOA decides to become a member of such organizations in his/her private capacity, he/ she must coordinate with the servicing judge advocate to preclude possible conflicts of interest).			
REMARKS:			

Assessment: SAV's

SAV

Feedback & Corrective Action Plan

EQUAL OPPORTUNITY STAFF ASSISTANCE VISIT FEEDBACK AND COMMAND CORRECTIVE ACTION PLAN

For use of this form see Iowa EO-SAV SOP, the agency is IANG-EO

Principal Purpose: To document the areas of concern observed while conducting an equal opportunity staff assistance visit. This document will be used to provide suggestions for improvement to achieve minimal basic standards AND for utilization as the commands corrective action plan.

Routine Use: None

INSTRUCTIONS

PART I - TO BE COMPLETED BY HR/EO STAFF

1. ORGANIZATION

a. NAME	b. ADDRESS
c. COMMANDER	d. EQUAL OPPORTUNITY ADVISOR

2. DATE OF VISIT	**3. HR/EO SIGNATURE OR REPRESENTATIVE**

4. HR/EO STAFF CONDUCTING VISIT

5. NARRATIVE OF STRENGTHS IDENTIFIED DURING VISIT:

6. IDENTIFIED AREA(S) OF CONCERN/ DEFICIENCY

a. SPECIFIC CONCERN	b. REFERENCE(S)
c. ROOT CAUSES	d. SUGGESTIONS FOR IMPROVEMENT

7. PLAN FOR / BARRIERS TO ACHIEVEMENT (TO BE COMPLETED BY COMMANDER)

a. RESPONSIBLE PARTY	b. DATE COMPLETED/EXPECTED COMPLETION

Assessment: SAV's

SAV

Feedback & Corrective Action Plan

8. ADDITIONAL COMMENTS/REMARKS:

PART II - TO BE COMPLETED BY COMMANDER
1. COMMANDERS COMMENTS/REMARKS:

ACKNOWLEDGEMENT	
_____	I have read and/or been advised of the above findings.
_____	I understand that I am responsible for the Corrective Action Plan contained within in order to achieve minimum standards.
_____	I understand that a copy of the completed Corrective Action Plan will be forwarded to the HR/EO office within 60 days.
_____	I understand that the completed Corrective Action Plan will be kept on file for two (2) years in the HR/EO office in order to be reviewed and utilized in the assistance of future visits.

COMMANDERS SIGNATURE:	COMMANDERS SIGNATURE BLOCK:
DATE:	CONTACT NUMBER:

COMMAND CORRECTIVE ACTION PLAN SUBMISSION	
COMMANDERS INITIALS IN ACKNOWLEDGEMENT OF SUBMISSION:	DATE OF SUBMISSION TO HR/EO OFFICE:
SIGNATURE OF EOA:	RECEIVED/REVIEWED BY:
EOA SIGNATURE BLOCK:	RECEIVER/REVIEWER SIGNATURE BLOCK:

Assessment: Climate Assessments

- The DEOCS is a commander's management tool that allows them to proactively assess critical organizational climate dimensions that can impact the organization's effectiveness.

- Respondents answer questions that characterize their unit's readiness, formal and informal policies, practices, and procedures that occur or are <u>likely to occur within</u> the organization.

Assessment: Climate Assessments

- The survey assesses 13 climate factors by posing questions that survey takers respond to using a five-point scale.

- The questionnaire focuses on three primary areas: Military Equal Opportunity (EO), Civilian Equal Employment Opportunity (EEO), and Organizational Effectiveness (OE).

Factors 1-7 focus on perceptions of EO/EEO climate factors.

- ✓ Sexual Harassment and Sex Discrimination
- ✓ Differential Command Behavior Toward Minorities
- ✓ Positive Equal Opportunity Behaviors
- ✓ Racist Behaviors
- ✓ Religious Discrimination
- ✓ Age Discrimination
- ✓ Disability Discrimination

Factors 8-13 measure perceptions of organizational effectiveness (OE).

- ✓ Organizational Commitment
- ✓ Trust in the Organization
- ✓ Work Group Effectiveness
- ✓ Work Group Cohesion
- ✓ Leadership Cohesion
- ✓ Job Satisfaction

Assessment: Climate Assessments

- The DEOCS compares the organization's overall average scores on each climate factor against the averages of the respective organization's service branch (Army, Navy, Air Force, Marines), and the Department of Defense overall.

- The averages used for comparison are obtained from all DEOCS that were completed during the last six months.

- The DEOCS compares the results of complementary groups across all climate factors:

✓ Minority vs Majority
✓ Women vs Men
✓ Officer vs Enlisted
✓ Junior Enlisted vs Senior Enlisted
✓ Junior Officer vs Senior Officer
✓ Military vs Civilian
✓ U.S. Military vs Other Military
✓ Junior Civilian vs Senior Civilian
✓ Government Civilian vs Non-government Civilian

Assessment: NCOER/OER Letter of Input

- HREO- Manages the TAG's Equal Opportunity Program.
- EOA's Manage the O-6 Commander's EO Program.
- HREO provides a letter of input to the O-6 Commander to ensure synchronization of the TAG's Program.

Equal Opportunity Model

Training

Training

- References
- AR 600-20: Army Command Policy
- NGR 600-21: Equal Opportunity Program in the Army National Guard
- NGR 600-22: National Guard Military Discrimination Complaint System
- DA Pam 350-20, Unit Equal Opportunity Training Guide (PDF)
- TC 26-6, Commander's Equal Opportunity Handbook

Training

EOL Certification–

- 60 hours Certification
- Conducted Semiannually at RTI
- Coordinated by HR/EO Staff
- Resourced and Instructed by EOA's and DEOMI Graduates
- Meets Deployment Criteria for EOL's

Senior Leader Training

- EO Training Focused on Senior Leaders
- Conducted Annually at RTI
- Open to E8, E9, O5, O6 and Above
- One Day Course

Unit

- EOA's at the O6 Command Level are Responsible to Conduct
- 2 hours EO Training (1 Hour POSH, 1 Hour EO) Biannually (4 Hrs Total)
- Sustainment EO Training of EOL's and Their Leadership (O6 and Below)

Training

EOL Certification

https://rdl.train.army.mil/soldierPortal/soldier.portal

- A Title 10 Requirement for Deployment of EOL's
- No Title 32 Complaint Processing Training Identified in POI
- Title 32 Requirement for EOL Certification
- May Have Title 10 Soldiers attending EOLC

Training

EOL Certification

https://rdl.train.army.mil/soldierPortal/soldier.portal

- 60 hours Certification:
- Coordinated by HR/EO Staff
- Enrollment Through ATRRS
- Conducted Semiannually at RTI
- Resourced and Instructed by EOA's and DEOMI Graduates
- Meets Deployment Criteria for EOL's

“EOLC Download”

If you need assistance please contact:

EO Training Proponent

Soldier Support Institute

10,000 Hampton Parkway Fort Jackson, SC 29207

(803) 751-8308

(DSN) 734-8308

Training

Senior Leader Training

- Small Group Facilitation- Focused on Senior Leaders
- Based on EO Organizational Assessment

  (Cultural Awareness; Power, Prejudice, Discrimination; Victimology)
- No Formal Program of Instruction
- POI Developed by the HREO and SEEM
- One Day Course
- Coordinated through the CSAR or O-6 Commander

Training

Unit Training

- Training will be interactive, discussion based and focus on your higher elements guidance, and the assessment of unit needs.
- Assessment is Critical in Determining Training
- EOA's at the O6 Command Level Manage and Mentor Training
- EOL's Are Responsible to Coordinate and Conduct Training
- 2 hours EO Training (1 Hour POSH, 1 Hour EO) Biannually (4 Hrs Total)

Training YTC

Quarterly Objectives	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER
	EEO Counselor Training (SEEM will Conduct) **Units to identify personnel and nominate pesonnel for NGB Exellence in Diversity Awards** **ANG Wings to submit ANG affrimative action reports to SEEM** **Submit package for I'll make me a world in Iowa** **ANSR submitted to State EO Office** **MEO submit ANG AAP Report to NGB** **ANG Wings to submit ANG annual rport to SEEM** **TAG brief on ANSR** **Submission of ANSR to NGB** **Submission of AAP to NGB (5 years)** Develop Cultural Awareness Training based on State demographics prior to the end of TY10.	**SEEM to submit ANG Annual Report to NGB** **SEEM to submit EEO Annual Affirmative Employent report to NGB** **Chief MEO to submit MEO Annual Report to NGB** **Brief TAG on HRAP and recommend changes** **NGB National Diversity Conference** **SEEM to identify personnel eligible to receive NGB EO award** **State EO Office to submit HRAP recommended changes to NGB**	**EOLC -Conducted by EO Office** **SEEM to submit personnel to receive NGB EO award** **NGB National EO Conference** **SEEM to submit annual Sexual Harrasment Training Report** **EEO Counselor Continuing Ed Conducted** **Submit package for Latino Festival** **Submit package for African American Womens Leadership Conference** Annually meet and Review ANSR, 90 days prior to end of FY, with RRC Command.	**Submit Iowa Mosaic Diversity Conference** **EOLC - Conducted by EO Office** **SEEM to submit Dicrimination Complaint report to NGB** **Units to identify personnel attending EEO Counselor Training (SEEM will Conduct)** **Remind EOA's ANSR data due NLT November Drill** Train Cultural Awareness to Recruiting and Retention Command NLT FY11.

Month	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
SIGNIFICANT EVENTS												
STATE CONFERENCES & MEETINGS **State schools & Special events**	20 - Iowa's Mosaic Diversity Conference @ Iowa State University, Ames		Armywide EOA Conference	30-31-I'll Make me a World in Iowa Des Moines, IA 31 - EO committee to convene and review previous ANSR & HRAP and recommend changes 31- Complete logistical planning for April EOLC	01- Brief TAG on HRAP and recommend changes **10 -EO Senior Leaders Conference (TAG Staff E-8/O-5 & Above)** 15-19 Joint ODP to D.C.	NGB National Diversity Conference 25- Officer Rec Dinner	**8-17 EOLC** TBD- State Family Conference	16- Asian Heritage Festival -Des Moines, IA 31- Complete logistical planning for Aug EOLC			**EOLC** NCO/Soldier of the Year Govern. 10 NGB National EO Conference	19-20 Latino Heritage Festival @ Blank Park Zoo, Des Moines, IA 24-25 African American Women's Leadership Conference, Cedar Rapids, IA

Equal Opportunity Model

Special Observances

And Outreach

Special Observances And Outreach

- To Enhance the organizational culture in the community for which it serves to enable members to develop their full potential.
- Limited Support, Attend and Participate at all Levels
  - Funding is limited-
  - Be creative, ask to sit on the Menu Board and adjust the menu items to support monthly observances.
- Return on Investment Must Support Readiness
- Internal and External Support

Special Observances And Outreach

Observance	Date	Source/Theme
Martin Luther King's Birthday	**18 January 2010**	**National and Department of Defense USD (P&R) Theme** Source: The King Center *Remember! Celebrate! Act! A Day On, Not A Day Off!! (This theme does not change.)*
African American/Black History Month	**1-28 February 2010**	**National and Department of Defense USD (P&R) Theme** Source: Study of African American Life and History (ASALH) *The History of Black Economic Empowerment*
Women's History Month	**1-31 March 2010**	**National and Department of Defense USD (P&R) Theme** Source: Women's History Project *Writing Women Back into History*
Holocaust Remembrance Day **Days of Remembrance**	**11 April 2010** **11-18 April 2010**	**National and Department of Defense USD (P&R) Theme** Source: United States Holocaust Memorial Museum *"Stories of Freedom: What You Do Matters"*
Asian Pacific American Heritage Month	**1-31 May 2010**	**National and Department of Defense USD (P&R) Theme** Source: Federal Asian Pacific American Council *Leadership to Meet the Challenges of a Changing World*
Women's Equality Day	**26 August 2010**	**National and Department of Defense USD (P&R) Theme** Source: Women's History Project *Celebrating Women's Right to Vote (This theme does not change.)*
Hispanic Heritage Month	**15 September-** **15 October 2010**	**National and Department of Defense USD (P&R) Theme** Source: National Council of Hispanic Employment Program Managers *Theme not available*
National Disability Employment Awareness Month	**1-31 October 2010**	**National and Department of Defense USD (P&R) Theme** Source: Department of Labor *Theme not available*
National American Indian Heritage Month	**1-30 November 2010**	**Department of Defense USD (P&R) Theme** Source: DEOMI *Theme not available*

Special Observances And Outreach Florida ARNG

Special Observances And Outreach Florida ARNG

- Annual multi-cultural program
  - Special emphasis celebrated in a singular annual event
  - provides greater inclusivity and allows for broader participation.

- All directorates participated, representing a particular culture or ethnicity.
  - Employees will have the opportunity to vote for the most creative and informative booths.

- Events
  - The Adjutant General,
  - performances by Mariachi Angeles and the Lee Family Singers,
  - a demonstration by German Shepherd work dogs,
  - a dramatic skit by local author Karen Harvey,
  - and DJ music of the world by SFC Victor Vazquez.
  - Ethnic food samplings and door prizes will also be highlights of the program.

Equal Opportunity Model

Complaint

Processing

Complaint Processing

Educate

- Senior Level (TAG)
- MSC and Below (O-6)
- Proper Complaint Handling

Monitor

- Completed At All Levels
- Provide Guidance
- Assist During the Process

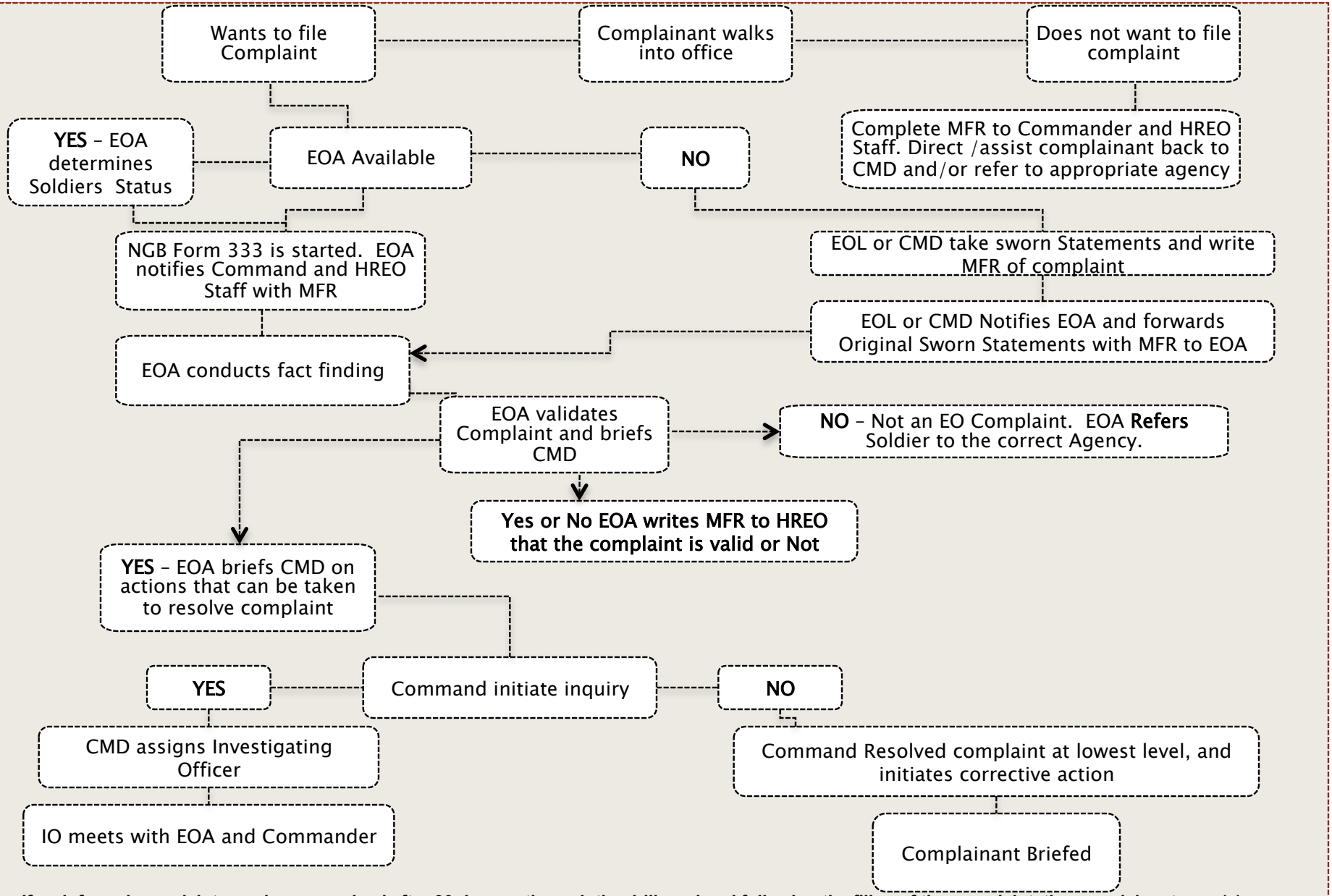
Administer

- Investigate/ Documentation
- Provide Guidance/Assistance
- Ensure adherence to Regulatory Requirements
- Follow-up (Accountability)

Complaint Processing

Common Problem Areas

- Remain Third Party Neutral
- Initiate NGB Form 333–Do not React to Rumors
- Is there a complaint?
- Is it an EO Issue?
- Fact Finding vs. Investigation
- Know and Understand Definitions:
  - (Discrimination, Sexual Harassment)
- Advises the Command –Allow the Command to Make Decisions



If an informal complaint remains unresolved after 30 days or through the drill weekend following the filing of the complaint, the complainant may (a) withdraw the complaint; or (b) file a formal complaint.

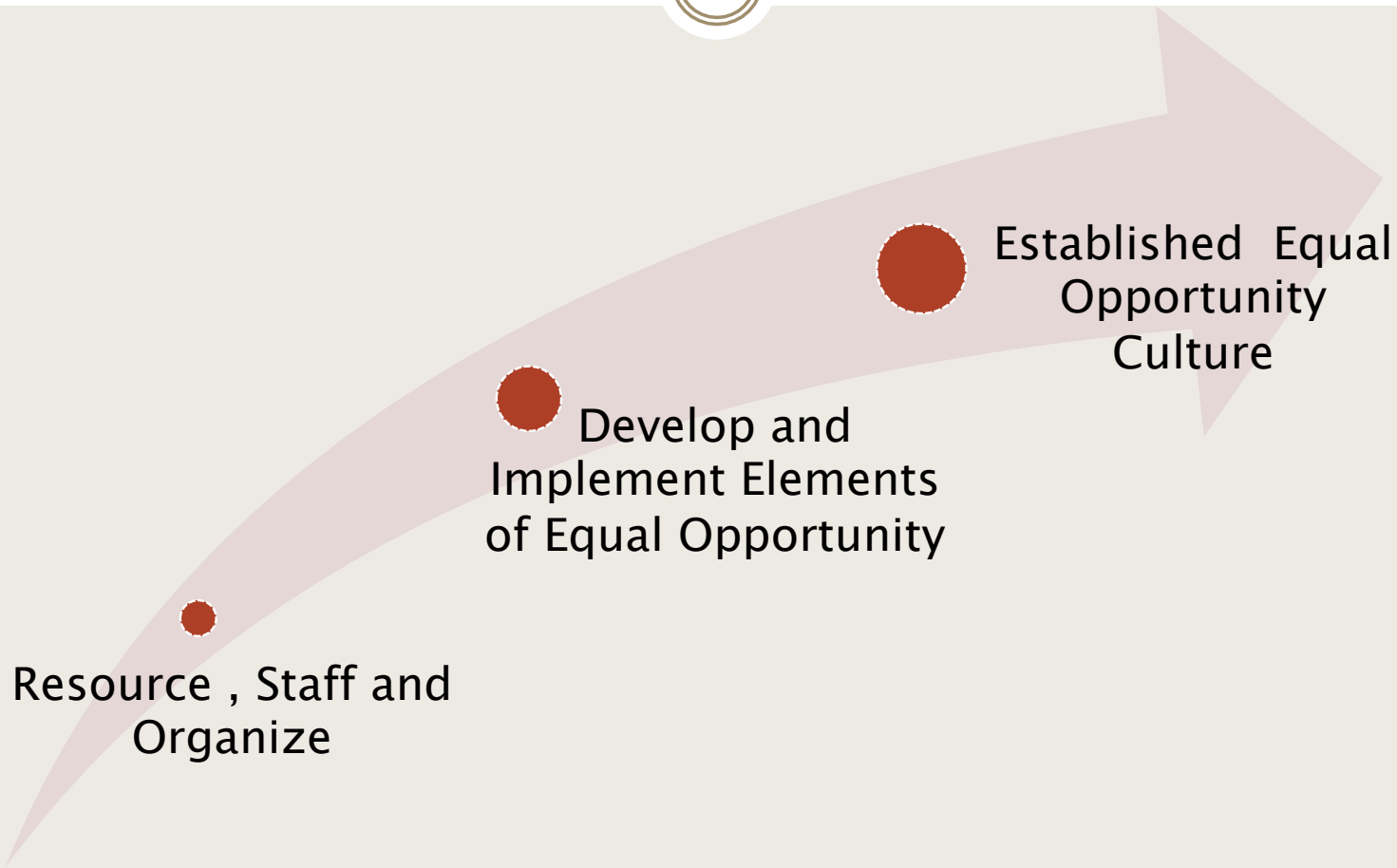
At each step of the process if the complaint is resolved and the complainant satisfied the process stops at that level of command. If complainant not satisfied, then complaint is appealed to next higher command.

Conclusion

Equal Opportunity Model

- Leader Involvement
- Staffing
- Affirmative Action Plan
- Assessment
- Training
- Complaint Processing
- Special Observances And Outreach

EO Way Ahead


Established Equal Opportunity Culture
Develop and Implement Elements of Equal Opportunity
Resource , Staff and Organize

Questions????