

# Summary of Changes

**USMEPCOM Regulation 600-24, August 1, 2013**

**Personnel - General**

**USMEPCOM Equal Opportunity (EO) Program**

Major policy and administrative revisions have been made to this regulation and are formatted in **red text**; information that is obsolete and will be deleted is formatted in **red text** with ~~strikethrough~~. It is highly recommended that this UMR be reviewed in its entirety to have a clear understanding of all revisions.

DEPARTMENT OF DEFENSE  
HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND  
2834 GREEN BAY ROAD, NORTH CHICAGO, ILLINOIS 60064-3091

USMEPCOM Regulation  
No. 600-24

August 1, 2013

*Incorporating changes effective May 10, 2016*

**Effective: May 10, 2016**  
**Personnel - General**  
**Equal Opportunity (EO) Program**

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DISTRIBUTION:

A (Electronic only publication)

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**Executive Summary.** This regulation prescribes policy and procedures for the United States Military Entrance Processing Command (USMEPCOM) Equal Opportunity (EO) Program. It establishes the timeline for annual Equal Opportunity (EO) awards, changes timeline to conduct **Defense Equal Opportunity Climate Surveys (DEOCS) Unit Climate Assessments (UCAs)**, clarifies formal complaint process for service members, clarifies the standard of proof for formal EO complaints, clarifies Freedom of Information Act (FOIA) request for closed complaints and **DEOCS UCA** reports, changes final appeal authority, ~~establishes procedures to use other assessment surveys~~, establishes mandatory headings for writing **DEOCS UCA** report, and clarifies procedures for handling complaints initiated by applicants. **It also rescinds USMEPCOM Form 600-24-1-E, Commander's Unit Climate Assessment Critique and USMEPCOM Form 600-24-2-E, Equal Opportunity, Human Relations Education Report.**

**Applicability.** This regulation applies to active duty and reserve members of the Armed Forces assigned or attached to USMEPCOM and to civilians who supervise military members assigned to or attached to USMEPCOM.

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from Headquarters, United States Military Entrance Processing Command (HQ USMEPCOM), ATTN: EO, 2834 Green Bay Road, North Chicago, IL 60064-3091.

**Suggested Improvements.** The proponent agency of this regulation is HQ USMEPCOM, ATTN: EO. Users are invited to send comments and suggested improvements on [Department of the Army \(DA\) Form 2028, Recommended Changes to Publications and Blank Forms](#), or memorandum, to HQ USMEPCOM, ATTN: EO, 2834 Green Bay Road, North Chicago, IL 60064-3091.

**Internal Control Process.** This regulation is not subject to the requirements of [Army Regulation \(AR\) 11-2, Management Control](#).

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## Chapter 1 General

### 1-1. Purpose

This regulation prescribes the policies and responsibilities of the United States Military Entrance Processing Command (USMEPCOM) Equal Opportunity (EO) Program.

### 1-2. Abbreviations and Terms

Abbreviations and special terms used in this regulation are explained in [Appendix C, Glossary](#).

### 1-3. Responsibilities

a. The Commander, USMEPCOM will—

(1) Oversee the formulation, management, and evaluation of command policies, plans, and programs related to the EO Program.

(2) Monitor the execution of the EO Program in USMEPCOM.

(3) Publish written policy on USMEPCOM EO policy and prevention of unlawful discrimination. ~~and sexual harassment.~~

(4) Establish EO training requirements and provide for EO training throughout USMEPCOM consistent with Department of Defense (DoD), individual services, and USMEPCOM-unique needs.

(5) Provide personnel, funding, and other resources to carry out the EO Program including training for Equal Opportunity Advisors (EOAs), ~~Defense Equal Opportunity Climate Survey (DEOCS) site Unit Climate Assessment (UCA)~~ visits by Headquarters personnel, and ethnic observances/special commemorations for Headquarters, United States Military Entrance Processing Command (USMEPCOM).

(6) Ensure a snapshot of the USMEPCOM EO Program is briefed twice a year and relevant information is submitted to applicable agencies as required.

(7) Ensure ~~HQ~~ USMEPCOM maintains an EO Hotline to provide advice and information on unlawful discrimination. ~~and sexual harassment.~~

(8) Serve as the general court-martial convening authority (GCMCA), final appeal authority for formal EO complaints that originate at Military Entrance Processing Stations (MEPS).

b. Command Equal Opportunity Program Manager ~~Advisor (EOA)~~ will—

(1) Manage the USMEPCOM EO Program.

(2) Develop USMEPCOM EO policies and procedures and determine program evaluation methods.

(3) Provide EO policy and procedural guidance to Headquarters, Sector, and Military Entrance Processing Station (MEPS) Commanders, Directors, Managers, Sector EOAs, and USMEPCOM personnel as needed.

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(4) Brief USMEPCOM Commander on EO Program, quarterly or as required. IAW [AR 600-20, Army Command Policy](#). EOAs are required to keep the commander and the command group informed on human readiness concerns through quarterly EO progress reports analyzing trends of the data and making recommendations to the leadership.

(5) Meet with Sector EOAs once a year to develop support materials and provide continuing education opportunities.

(6) Accompany Sector EOAs on a minimum of two DEOCS site ~~Unit Climate Assessment (UCA)~~ visits per year.

(7) Prepare reports as required by military service organizations.

(8) Monitor EO related investigations, congressional inquiries, Inspector General (IG) complaints, and other high-level inquiries.

(9) Ensure EO training is consistent with DoD, individual services, and USMEPCOM policy.

(10) Provide assistance to investigating officers (IOs) on Headquarters, Sector, or MEPS EO related matters.

(11) Maintain an active liaison with DoD and individual Service EO staff personnel.

(12) Gather EO Quarterly Report data from Sector EOAs and share data with the USMEPCOM Commander.

c. Sector EOA will—

(1) Assist Sector and MEPS Commanders in implementing the EO Program.

(2) Conduct EO administrative duties and file reports for their Sector.

(3) Monitor EO training at the MEPS to ensure compliance with USMEPCOM policy and higher headquarters requirements.

(4) Meet with the EO Program Manager ~~command EOA~~ once a year to develop support materials and continuing education opportunities.

(5) Conduct a DEOCS within 60 days of a MEPS/BN commander's assumption of command and every 12 months (365 days) thereafter or as requested by a MEPS, Battalion, Sector or USMEPCOM Commander. ~~Conduct a Command Climate Survey (CCS) 90 days after MEPS Commanders' assumption of command.~~

~~(6) Conduct a UCA 1 year after the Commander received the initial 90 day CCS (i.e., after assuming command) or at the discretion of the Sector Commander or the Commander, USMEPCOM.~~

~~Note: A UCA may be conducted at the Commander's discretion at any point after the initial CCS to meet the needs of the command.~~

(6) Conduct a technical review of EO related investigation reports to ensure compliance with applicable EO directives. Maintain a file copy of completed reports, whether conducted at Sector or MEPS.

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(7) Conduct follow-up assessment of formal EO complaints, substantiated and unsubstantiated, to assess the effectiveness of any corrective actions taken, to detect and deter acts or threats of reprisal, and to assess complainant satisfaction with the processing of the complaint.

(8) Assist Commanders in developing an EO policy for their MEPS. Ensure MEPS and USMEPCOM EO policies and complaint processes are posted on official bulletin boards.

(9) Conduct complaint clarifications as required. ~~,-addressing EO complaints, racial incidents, and human relations concerns.~~ Provide a summary of formal complaint clarifications including a summary of events, demographics of involved parties, and actions taken to the ~~EO Program Manager command EOA~~ within 30 calendar days of complaint finalization.

(10) Provide assistance to Investigating Officer (IO) on Sector and MEPS EO related matters.

(11) Request EO Quarterly Reports from MEPS and share data gathered with the ~~EO Program Manager Command EOA.~~

(12) Brief Sector Commanders on EO Program, quarterly or as required. IAW [AR 600-20](#), EOAs are required to keep the commander and the command group informed on human readiness concerns through quarterly EO progress reports analyzing trends of the data and making recommendations to the leadership.

d. Sector Commanders will—

(1) Maintain oversight of the EO Program for their Sector.

(2) Enforce the standards of the EO Program in activities under their jurisdiction.

~~(3) Provide resources to carry out the mission of the Sector EO Program.~~

(3) Ensure the Sector EOAs coordinate and administer the ~~DEOCS assessments Command Climate Survey (CCS)~~ with MEPS Commanders ~~60 90~~ days after the MEPS Commander's assumption of command and every 12 months (365 days) thereafter.

(4) Ensure Sector EOA ~~has resources and Command support available to conduct EO Site Visits as needed to meet mission requirements UCA Type I at the MEPS. 1 year after the Commander has received the initial 90 day CCS.~~

(5) Ensure EO training is conducted at least twice a year for both Sector MEPS.

(6) Ensure MEPS Commanders document and maintain EO-specific training in writing.

e. Battalion Commanders will—

~~(1) Oversee the EO Program for their Battalion.~~

(1) Develop, implement, and enforce standards of the EO Program for their Battalion.

(2) Ensure EO training is conducted semi-annually for military personnel and ~~quarterly~~ quarterly for civilian supervisors of military personnel ~~quarterly~~, ensuring consistency with DoD and service directives and local needs.

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(3) Direct military members and civilian employees to complete mandatory initial EO orientation for newly assigned military personnel within 30 calendar days of assignment, utilizing Army Learning Management System (ALMS) training, accessible via [Army Knowledge Online](#) (AKO), when applicable.

(4) Ensure a DEOCS assessment is conducted for each of their respective Sector EOAs coordinate and administer the Command Climate Survey (CCS) with MEPS Commanders 60 90 days after the MEPS Commander's assumption of command.

(5) Inform the nearest military installation housing referral office (HRO) to report any alleged discriminatory practices in housing.

(6) Identify unlawful discriminatory practices affecting military personnel and their family members. Initiate corrective actions and provide follow-up and feedback throughout problem resolution.

(7) Inform personnel of their right to file EO complaints without fear of reprisal.

~~(9) Brief the alleged offender on the nature of the complaint.~~

f. MEPS Commanders will—

~~(1) Oversee the EO Program for their station.~~

(1) Develop, implement, and enforce standards of the EO Program for their station.

(2) Coordinate with Sector EOA to administer a DEOCS assessment CCS-90 within 60 days after assuming command and every 12 months (365 days) thereafter.

~~(4) Coordinate with Sector EOA to administer a UCA 1 year after the Commander has received initial 90 day CCS.~~

(3) Ensure EO training is conducted semi-annually for military personnel, and civilian supervisors of military personnel, consistent with DoD and service directives, and local needs.

(4) Conduct mandatory initial EO orientation for newly assigned military personnel within 30 calendar days of assignment (training located online at <https://www.lms.army.mil/Saba/Web/Main>).

(5) Inform nearest military installation housing referral office (HRO) to report any alleged discriminatory practices in housing.

(6) Identify unlawful discriminatory practices affecting military personnel and their family members. Initiate corrective actions and provide follow-up and feedback throughout problem resolution.

(7) Inform personnel of their right to file EO complaints without fear of reprisal.

(8) Upon receipt of a complaint of discrimination, establish a plan to prevent reprisal to be included in the investigative findings. The plan will include the definition of reprisal, a list of name of members involved to include the complainant, alleged offender and witnesses.

~~(10) Brief the alleged offender on the nature of the complaint.~~



g. Staff Judge Advocate (MEJA), USMEPCOM, will—

(1) Provide legal review, opinions, instructions, and guidance concerning EO programs and complaint reports.

(2) Provide guidance on EO policies and procedures to legal officers and clerks.

h. Director, Human Resources Directorate (J-1/MEHR), USMEPCOM, will ensure replies to EO related congressional inquiries are coordinated with the **EO Program Manager. ~~command EOA.~~**

i. IG will—

(1) Inspect the EO Program during general inspections.

(2) Inform **EO Program Manager ~~command EOA~~** of EO related matters as appropriate.

j. Director, Public Affairs Office, USMEPCOM, will promote and publish EO program information.

#### **1-4. Concept**

The EO Program formulates, directs, and sustains a comprehensive effort to ensure fair and equal treatment of military personnel based solely on individual merit, fitness, and capability to support mission readiness. EO is a responsibility of leadership and a function of command. The EO Program is designed to:

a. Provide EO for USMEPCOM military personnel, their family members, and retirees both on and off installations within the limits of local and state laws.

b. Contribute to mission accomplishment, cohesion, and readiness.

#### **1-5. Staffing**

~~a. A fulltime EO Program Manager, will be assigned to HQ USMEPCOM as a Department of the Army civilian in the grade of GS-11 or above, to act as the advisor to the USMEPCOM Commander~~

~~b. A fulltime EO Strategic Advisor, with their primary duty as an EOA, will be assigned to each Sector as an enlisted military member in the grade of E-7 or above.~~

~~For HQ USMEPCOM, an enlisted military member in the grade of E-8 or above, with primary duty as the command EOA, will be assigned fulltime as the advisor to the Commander. For Sectors, an enlisted military member in the grade of E-7 or above, with their primary duty as an EOA, will be assigned full time as the Strategic Advisor for the Eastern Sector Commander. The Western Sector maintains a Department of the Army (DA) civilian in the grade of GS-9 or higher as the full-time Strategic Advisor for the Western Sector Commander.~~

#### **1-6. EO Award Timelines**

HQ USMEPCOM, EO staff will forward award criteria and timelines to Sectors, Battalions and MEPS the first week of November for the annual awards. Nominations are due to HQ USMEPCOM, EO, the first Friday in the month of February. The annual awards are:

a. Federal Asian Pacific American Council.

b. National Image INC.

c. National Association for the Advancement of Colored People/Roy Wilkins Renown Service Award.

**1-7. Processing Freedom of Information Act (FOIA) Request**

Request for ~~DEOCS UCA~~ reports, closed EO complaint case files, and documents associated with complaints will be coordinated through Sector ~~EOAs~~ and ~~the EO Program Manager command-EO advisor~~ and processed IAW the Privacy Act and FOIA limitations.

## Chapter 2 USMEPCOM EO Program Elements

### 2-1. EO Hotline

a. Any military member, family member or retiree may contact the EO Hotline for assistance in filing an EO complaint. The EO Hotline will provide procedural information on filing EO complaints and clarify what constitutes acts of discrimination. ~~including sexual harassment.~~ Complaints will not be received over the telephone.

b. The hotline also may be used to provide information to leaders on the procedures to follow in handling complaints.

c. EO Hotline number: 1-800-440-9436.

### 2-2. Training

The USMEPCOM Commander will incorporate EO training into the overall training plan for the entire command. The following are the minimum criteria established for the command, Sector, Battalion and MEPS training programs:

a. Newcomers orientation. Mandatory initial EO orientation training within ~~30 90~~ calendar days of assignment for all military ~~personnel~~ and civilian personnel as part of their newcomers orientation.

b. Mandatory EO training (i.e. Consideration of Others Training (CO2)).

(1) HQ, Sector, Battalion and MEPS Commanders must ensure mandatory CO2 EO training is conducted semi-annually. Training will be interactive, conducted in small groups, and discussion based (for example, using Consideration of Others methodology). ~~The training is available as computer based training in ALMS, for geographically separated organizations.~~ Commanders located at geographically separated MEPS may opt to conduct the optional computer-based training in ALMS (designed predominantly for the geographically separated MEPS) or conduct physical training sessions, when feasible. Additionally, when available, Commanders may request Sector EOAs conduct the interactive CO2 training at their MEPS location.

(2) The chain of command and other leaders (Commander, Command Sergeant Major, First Sergeant, civilian supervisors, and others) will be present and participate in ~~MEPS unit~~ EO sessions. This training is mandated for all military personnel and civilian supervisors of military personnel.

~~(3) Leaders will conduct mandatory EO training semi-annually. Commanders will document training on the training schedule.~~

~~(4) At the Commander's discretion, and availability of Sector EOAs, Commanders may opt to conduct the optional computer-based training in ALMS (designed predominantly for the geographically separated MEPS), or conduct physical training sessions, when feasible.~~

c. Specialized Training. At the USMEPCOM or Sector Commander's discretion, specialized Equal Opportunity and Treatment and Human Relations training may be directed to occur based on availability of EOAs. It will be conducted by ~~a~~ [the Defense Equal Opportunity Management Institute](#) (DEOMI) Equal Opportunity Advisor Course (EOAC) certified personnel.

**d. Training Documentation ~~2-3. Documentation~~**

Commander. The Commander or the Senior Enlisted Advisor will document EO-specific training on the MEPS Quarterly EO Report. ~~in writing.~~ Files will include:

- (1) The subject of the EO training presentation.
- (2) Names of instructors and facilitators who conduct the training.
- (3) Roster of attendees with date, time, and session length.

~~b. The Sector EOA. The Sector EOA will prepare and input data into the quarterly Sharing Policy Experience and Resources (SPEAR) EO database for their Sector. In addition, the EOA will prepare and submit USMEPCOM Form (UMF) 600-24-2-E, Equal Opportunity/Human Relations Education Report, quarterly. UMF 600-24-2-E is due to the command EOA no later than 10 calendar days after quarter closeout. The EOA will maintain a copy of the quarterly report for a period of two years. File UMF 600-24-2-E in accordance with the unit file plan.~~

**2-3. Defense Equal Opportunity Climate Survey Assessments**

Climate Assessments. Sector EOAs, through direct guidance from the EO Program Manager ~~Command EOA~~, are the sole proponent for all organizational climate assessments conducted throughout USMEPCOM. ~~Commanders will also consider using additional tools to provide depth, clarity, and trend analysis on concerns identified in the survey results. Other assessment tools may include interviews, focus groups, EO site visits, and trend analysis. Commanders should consult with their EO Advisor to determine the best methods for their organization.~~

a. ~~DEOCS. Command Climate Survey (CCS).~~ MEPS Commanders will coordinate with their Sector EOAs to assess the human relations climate of their stations by the use of DEOCS assessment tool. ~~The CCS (survey only) is a tool which Commanders use to evaluate the human relations climate. The DEOCS CCS helps Commanders obtain a pulse of their organization's climate by identifying positive and negative factors that affect mission accomplishment and provides information on corrective actions when appropriate. Note: The Army CCS is an Army specific tool and does not capture the USMEPCOM Joint demographic make up. Therefore, the command utilizes SPEAR to capture the organization's unique structure as well as fulfill the Army requirement for the CCS. HQ USMEPCOM uses the same survey tool for both the CCS and UCA processes.~~

~~(1) CCSs and UCAs are tools for individual Commanders to obtain a pulse of the organization's climate. It is encouraged and suggested that senior leaders coordinate with those respective Commanders to obtain copies of reports, if necessary.~~

~~(1) The DEOCS assessment ~~CCSs and UCAs~~ will not be an independent source utilized ~~used to identify failures in performance, considered in~~ for rating military evaluations or civilian performance appraisals or to facilitate disciplinary actions. If senior leadership determines that further action/clarification is required based on the results of a DEOCS assessment, ~~CCS or UCA~~ an informal inquiry or an Army 15-6 investigation IAW [Army Regulation \(AR\) 15-6, Procedures for Investigating Officers and Boards of Officers](#), should be ~~considered~~/initiated to address those issues.~~

~~(2) Sector EOAs must conduct a DEOCS assessment within ~~Command Climate Survey (CCS) 60~~ 90 days of ~~after~~ a MEPS Commander's assumption of command and every 12 months (365 days) thereafter. Additionally, a DEOCS assessment can be conducted at the request of a MEPS, Battalion, Sector, or USMEPCOM Commander. However, a DEOCS climate assessments will not be conducted if the outgoing commander is within four months of a Change of Command. ~~The Sector EOA will email the USMEPCOM~~~~

~~Form 600-24-1-E, Commander's Unit Climate Assessment (UCA) Critique after completing the UCA.~~

(3) Waivers and exceptions for extenuating and unforeseen circumstances will be submitted by the MEPS commander and approved by the Sector EOA. Additionally, Sector EOAs may waive or grant exceptions for extenuating and unforeseen circumstances (via email or MFR)

~~———(6) Waivers. The Equal Opportunity Office may waive the requirement to do a CCS within 6 months of assumption of command if a CCS was conducted within 6 months prior to the new Commander assuming command, if the Commander concurs.~~

(4) Participation in the DEOCS assessment ~~CCS~~ is highly encouraged for ~~by~~ all and is voluntary. ~~This guidance supersedes AR 600-20, which states participation in the CCS is mandatory for military.~~ Civilians may participate in the survey, however, MEPS Commanders must coordinate with the servicing civilian personnel office and the appropriate union representative for civilian employees who are bargaining unit members before the employee participates. File memoranda in the unit continuity folder in accordance with the unit file plan.

(5) Participation Rates. Due to the size of MEPS stations and/or Directorates, all organizations should attempt to meet or exceed a 60-70% participation rate in the DEOCS assessment.

(6) Anonymity. DEOCS results are anonymous. When a race, ethnic, or sex group consists of fewer than five members, the numbers for that particular demographic group are masked. For example, if a MEPS has only four females participate in the assessment, their participation numbers are not identified. The results, data, and comments are grouped with the majority of respondents.

(7) Analysis of DEOCS Assessment ~~Final~~ Report. The DEOCS assessment report will serve as a standalone document and the final analysis report; however, the assigned EOA will be prepared to assist the MEPS Commander in analyzing trend data, as requested. ~~When the CCS date closes out, the assigned EOA will analyze the data and prepare a report which will be emailed to the MEPS Commander approximately 15 duty days following the close out date. Note: HQ USMEPCOM primarily utilizes MEONET as the CCS/UCA tool, however, IAW AR 600-20, Commanders may also use additional survey instruments to assess the unit climate—seek clarification from Sector/Command EOA. Commanders are highly encouraged to utilize their Sector EOA and/or Command EOA for conducting CCSs and UCAs.~~

(8) A copy of the DEOCS report will be shared with the SHARP Manager (trusted agency). The intent is to allow the SHARP the ability to identify trends throughout the survey that could lead to or be a contributing factor of sexual assault or sexual harassment. The SHARP will not use the DEOCS Report to assess the overall climate in any way and will safeguard and keep a close hold of the information. The report shared with the SHARP office is for their eyes only and the document will be treated as “For Official Use Only” (FOUO). Under no circumstance is the SHARP authorized to release the DEOCS report in its entirety. EO remains the release authority of the DEOCS report and further distribution of the report by the SHARP office is not authorized

(9) Within 30 days of receiving the DEOCS assessment results, the requesting commander (MEPS, Battalion, Sector) will provide the next higher level commander an Action Plan addressing the concerns identified in the DEOCS assessment. (See [Figure 2-1](#) below)

b. Equal Opportunity Site Visits ~~Unit Climate Assessment (UCA)~~. EO site visits compliment the DEOCS assessment tool. ~~The UCA (survey and interviews)~~ Site visits can include interviews, observations, and training opportunities and provide a more comprehensive snap shot ~~toe~~ of the MEPS Station/Directorate/Section. Commanders can also use this information to evaluate the human relations climate. The interview and observation process can ~~UCA~~ help identify positive and negative factors that

affect mission accomplishment and provides information on corrective actions when appropriate.

(1) Based on mission necessity or priority Sector EOAs will conduct a site visit as deemed appropriate/required or at the discretion of the MEPS Commander, Battalion Commander, Sector Commander, or HQ USMEPCOM Commander.

(2) Interviews. The interview process is a tool that Commanders can utilize to help clarify concerns within the command and obtain a real-time pulse of the organization's climate. ~~CCSs and UCAs are tools for individual Commanders to obtain a pulse of the organization's climate. It is encouraged and suggested that senior leaders coordinate with respective Commanders to obtain copies of reports, if deemed necessary.~~

(3) Site visits will not be an independent source utilized for rating military evaluations or civilian performance appraisals or to facilitate disciplinary actions. ~~CCSs and UCAs will not be used to identify failures in performance, considered in rating military evaluations or civilian performance appraisals or to facilitate disciplinary actions.~~ If senior leadership determines that further clarification is required based on the results of a ~~visit CCS or UCA~~, an informal inquiry or investigation in accordance with [Army Regulation \(AR\) 15-6](#) should be initiated to address those issues.

~~(3) Sector EOAs must conduct a UCA (survey and interviews) 1 year after Commander received the initial 90-day CCS (i.e. after assuming command) or at the discretion of the MEPS Commander, Battalion Commander, Sector Commander or Commander, USMEPCOM.~~

~~**Note:** UCAs may be conducted at the Sector Commander's discretion at any point after the initial CCS to meet the needs of the Commander. The UCA gives the Commander a more comprehensive snapshot of the organization.~~

(4) Participation in the ~~interview process, during a site visit, UCA~~ is voluntary and encouraged for military and civilian employees. ~~For civilians who wish to participate,~~ The MEPS Commander must coordinate (by memorandum) with the servicing Civilian Personnel Advisory Center (CPAC) ~~civilian personnel office~~ and the appropriate union representative for civilian employees who are bargaining unit members before the employee ~~can participate in the interview process.~~ File memorandum in the unit continuity folder in accordance with the unit file plan.

**Note:** If a MEPS or Directorate is a unionized activity, then the involved union should be informed, in writing, of the forthcoming assessment. In that regard, it is suggested that the Commander/Director contact their servicing CPAC for guidance and assistance in this matter. The CPAC can inform the Commander/Director of the overall process, and, of any local, contractual obligations concerning the pending survey, as well as assisting them with preparation of the necessary letter for their signature. This notification requirement may be met, in some instances, by providing written notification to the union's local representative. The servicing CPAC should be consulted and will be able to advise leadership of the specific labor requirements at that particular location. Upon request, the union may be provided, in advance, with a copy of the survey and related interview questions. If the union requests a copy of the survey, one will be provided. General Labor Relations assistance is available at HQ, USMEPCOM J-1/MEHR-CP.

(5) Analysis of EO Site Visit. At the end of the interview process, the assigned EOA will analyze the trend data and out-brief the commander on the findings. ~~Analysis Final Report. When a UCA date closes out, the assigned EOA will analyze the data and prepare a report which will be emailed to the Commander approximately 15 duty days following the close-out date.~~

~~c. Authority to use other assessment surveys. Sector EOAs must coordinate all requests to use other~~

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~~assessment surveys/tools with the Headquarters Command EOA; and subsequently receive approval from the Commander, USMEPCOM prior to implementing the survey. No exceptions or deviations.~~

~~**Note:** The same tool is used and both processes meet the spirit and intent of identifying key issues and concerns within the organization. Due to the size of stations and/or Directorates, all organizations should attempt to meet or exceed a 60-70% participation rate.~~

~~—d. Anonymity. CSS/UCA results are anonymous. When a race, ethnic, or group consists of fewer than five members, do not split results for that group. For example, if a MEPS has only four females, do not separate the results for females or for males. If there are only four African American employees at the MEPS, consider combining the results for all non-whites and compare the results for race-ethnic minorities versus the majority.~~

~~—e. Analysis Final Report. When the CCS date closes out, the assigned EOA will analyze the data and prepare a report which will be emailed to Commander approximately 15 duty days following the close out date. **Note:** The computerized version of the CCS automatically suppresses results for groups with fewer than five individuals.~~

~~—f. Program evaluation. The Commander's critique is an essential tool for identifying the effectiveness of the UCA. At the end of the visit, the EOA will give the Commander the UMF 600-24-1-E and a self-addressed envelope to return the form. Once the UMF 600-24-1-E is received, the EOA will file the critique in the appropriate MEPS continuity folder in accordance with the unit file plan.~~

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**Figure 2-1. Format for Writing Action Plan**

The following is a sample format for the Commander's Action Plan

MEWS-TWC-H XX August 2014

MEMORANDUM FOR Commander, 7th Battalion Commander

SUBJECT: Command Climate Survey Corrective Action Plan

1. From XX-XX October 2014, Gotham MEPS employees participated in a web-based DEOMI Organizational Climate Survey. The MEPS achieved a 100% participation rate during the survey window. The USMEPCOM Western Sector Strategic EO Advisor, SMSgt Anderson, released the survey results to the Gotham MEPS Commander on XX October 2014.

2. The survey results revealed at least (number of areas of concern) trends that will require command emphasis to correct:

a. Accountability: (Note: that "Accountability", "Cohesion/Teamwork", "Trust" and "Enforcing Standards" are only examples of topics that may be a concern)

Strategy:

- 

Corrective Actions:

- Develop/Implement....

b. Cohesion/Teamwork:

Strategy:

- 

Corrective Actions:

- Develop/Implement....

c. Trust:

Strategy:

- 

Corrective Actions.



• Develop/Implement....

d. Enforcing Standards:

*Strategy:*

•

*Corrective Actions:*

• Develop/Implement....

3. Point of contact for this request is Maj Robin Winfield, Gotham, MEPS Commander, (123) 456-7899 or [robin.winfield.mil@mail.mil](mailto:robin.winfield.mil@mail.mil)

Signature Block

**Figure 2-1. Format for Writing Action Plan**

**Figure 2-1. Format for Written Unit Climate Assessment Report**

The following is a sample format for UCA reports:

**UNIT CLIMATE ASSESSMENT REPORT**  
 —(Date)  
 (NAME OF MEPS)  
 (NAME OF MEPS COMMANDER)

**1. AUTHORITY and PURPOSE**

This paragraph explains the timeframe the assessment was conducted, guidance & methodology used, and the individual whom conducted the assessment. In addition, lists/identifies the areas/categories assessed, what the report represents, and how the assessment was accomplished.

**2. DEMOGRAPHICS**

This paragraph identifies the population of the MEPS as well as the number of respondents that completed the objective survey.

**3. DISCUSSION**

Cohesion and Pride. Questions 1-9 assess the job and community environment. **Note:** This area should provide an overall statistical analysis of the category assessed. For example: The majority of the survey respondents (80%) agreed the job and community environment is good, 9% disagreed and 11% were neutral. (See attachment 1, for respondent verbatim comments.)

—Synopsis: This area allows you to elaborate on the “favorable/unfavorable” or prevailing perceptions of the respondents to each question contained in this particular category.  
 —Recommendations: If required, proposed action plans for improvement or encouragement.

Motivation and Morale. Questions 10-20 assess positive motivation, moral, and recognition.

—Synopsis:-  
 —Recommendations:

Supervisory Support. Questions 21-26 assess supervisory relationships.

—Synopsis:-  
 —Recommendations:

**Figure 2-1. Format for Written Unit Climate Assessment Report**

**Figure 2-1. Format for Written Unit Climate Assessment Report (continued)**

<p><del>Perceived Discrimination. Questions 27-32 assess perceived discrimination in relation to the protected categories within the MEPS.</del></p> <p><del>—Synopsis:-</del> <del>—Recommendations:</del></p> <p><del>Overt Discriminatory Behaviors. Questions 33-36 asked member's if disparaging comments are used in workplace</del></p> <p><del>—Synopsis:-</del> <del>—Recommendations:</del></p> <p><del>Command EO/Equal Employment Opportunity (EEO) Policy. Questions 21-35 and 59-65 asked participants about commands EO policy and their perception of their freedom to complain without fear of reprisal.</del></p> <p><del>—Synopsis:-</del> <del>—Recommendations:</del></p> <p><del>4. CONCLUSION</del> <del>This area summarizes the entire UCA report. The Commander or reader must be able to determine the overall EO and human relations climate of the MEPS. For example:</del></p> <p><del>Overall, the human relations' climate appears to be stable and capable of meeting the objectives of the mission. The majority of survey respondents indicated they like their job, are proud of the unit and what they do, believe the human relations climate is good, and are satisfied with their latest performance report. However, based on the survey responses, the following areas require attention: favoritism, awards and recognition, performance feedback, training, work atmosphere and the first sergeant's relationship with unit personnel especially civilians. In addition, based on the survey responses, Hispanics and personnel in the category of GS 10/12 differed more than any other group. Throughout this report, the perceptions, positive or negative, true or false, indicate the cultural values within the organization. We emphasize perceptions can and often do affect the human relations' climate within a unit. Please share the results of the UCA with MEPS personnel so they know their time and effort in the process was worthwhile.</del></p> <p><del>We thoroughly enjoyed the opportunity to work with the members of your MEPS. They were extremely helpful and cooperative during our assessment. It is our desire that this UCA will serve as a leadership tool for you, your staff, and your entire organization. I am available to further clarify this report or assist you in any way desired.</del></p> <p style="text-align: center;"><del>Signature block</del></p>
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**Figure 2-1. Format for Written Unit Climate Assessment Report (continued)**

#### 2-4. Equal Opportunity Quarterly Reports

EO Quarterly Reports encompass all issues/concerns that fall under EO purview, i.e., unlawful discrimination, based on the ~~six~~ **five** protected categories (race, color, sex, national origin, religion, **and sexual orientation**), ~~additionally for civilians, age, disability, GINA and reprisal~~; EO training conducted, and/or special observances recognized.

a. Requirements. EOAs have a requirement to gather the information from their respective Sectors and report this data to the **EO Program Manager command EOA** on a quarterly basis. Reports are due NLT the 20th of January, ~~20 April, 20 July, and 20 October~~ **annually**, and should be documented in SPEAR under Quarterly Reports.


b. Disposition of reports.

~~The Sector EOA will compile and enter the MEPS Quarterly EO Reports into MEONet. Data gathered from stations to Sector EOAs is compiled and entered into SPEAR. Reports will be certified in SPEAR by the respective Sector EOA, NLT 25 Jan, 25 April, 25 July and 25 October annually~~

**Note:** EO Quarterly Report can be provided on a need to know basis or through official FOUO request to the following offices: USMEPCOM/Sector/Battalion Commanders, Appointed Investigating Officers (IO), Inspector General (IG) officials per pending investigations.

c. [Figure 2-2](#) is an EO Quarterly Report sample/template.

**Figure 2-2. Equal Opportunity Quarterly Report**

	<p><b>DEPARTMENT OF DEFENSE</b> XXXXXXXX MILITARY ENTRANCE PROCESSING STATION 2435 XXXXX AVENUE XXXXXXXX, XXXXX 60083</p>
	<p>June XX, 2013</p>
	<p>MEMORANDUM FOR COMMANDER, EASTERN SECTOR, USMEPCOM, ATTN: SMSGT XXXXXXXX</p>
	<p>SUBJECT: 1<sup>st</sup> Quarter, FY XX Equal Opportunity (EO) Report</p>
	<p>The following EO information is provided for the reporting period of 01 October 20XX through 31 December 20XX.</p>
	<p>EO informal complaints concerning military personnel:</p> <ol style="list-style-type: none"><li>1. Number of informal complaints worked by chain of command: None</li><li>2. Type of complaint worked: None</li><li>3. Was the complaint resolved?</li></ol>
	<p>EO Training Conducted: On Training Day, 11 December 20XX, Consideration of Others training was conducted.</p>
	<p>Ethnic Observances: October – National Disability Employment Awareness Month November – National American Indian Heritage Month The XXXXX MEPS hosted events with opening remarks by the Commander for the identified observances above. 30 November 20XX. MEPS Personnel and Service Liaisons attended the All Hands.</p>
	<p>Focus Groups/Sensing Sessions: None.</p>
	<p>XXXX JOE 1SG, US ARMY First Sergeant</p>

**Figure 2-2. Equal Opportunity Quarterly Report**

## 2-5. Forms and Documentation

a. [MEONET](#). This automated tool is used to document all EO assistance, informal/formal complaints, observations (out and about), DEOCS climate assessments (~~CCS/UCA~~) and the EO Quarterly Report. Visit [MEONET](#) to log in.

b. EO Assistance. Documentation consists of general, non-EO, Alternate Dispute Resolution (ADR), briefings, ~~DEOCS CCSs/UCAs~~, subject matter experts (SME) and special observance assistance.

(1) Informal Complaints. Documented on a MFR.

(2) Formal Complaints. Documented on a [DA 7279-R](#).

(3) EO Quarterly Reports. Documented on a MFR.

## 2-6 Equal Opportunity Leaders and Equal Opportunity Representatives in the MEPS

a. No additional duty Equal Opportunity (EO) (military personnel) representatives are authorized at Military Entrance Processing Stations.

b. Prior DEOMI Certified EOA/EOR/EOLs that have undergone a permanent change of station (PCS) to a MEPS will not be assigned as a MEPS Equal Opportunity Representative (EOR) or Equal Opportunity Leader (EOL).

c. USMEPCOM EO office is ultimately responsible for ensuring the command is in compliance with all existing laws and regulations. Contact your sector EOA if you have any concerns or need further clarification.

## Chapter 3 USMEPCOM EO Complaint Processing System

### 3-1. Entering the Complaint Processing System

The USMEPCOM EO complaint processing system addresses complaints that allege unlawful discrimination, ~~(to include sexual harassment)~~ or unfair treatment on the basis of race, color, religion, sex, national origin, ~~and sexual orientation~~ for active-duty military, family members, and retired military personnel. Commanders will attempt to resolve problems at the lowest possible level within ~~their MEPS. an organization before preparing a formal complaint.~~ MEPS Commanders must ensure the process provided for involved personnel is equivalent to what would be provided in their parent service system. ~~In addition, IAW Department of Defense Directive (DoDD) 1350.2, Department of Defense Military Equal Opportunity (MEO) Program, para. 6.3.1.1, states: "Commanders and Agency heads should be aware that some service members may only know of, or be comfortable using, their parent service's complaint system. These individuals should not be denied the benefit of their parent service's EO and counseling systems if necessary to ensure the DoD standards on complaint handling are met for each member."~~

~~**Note:** Service members who elect to use their parent service's EO complaint system to address their concern must be informed that appeals and corrective actions are still retained within the chain of command of USMEPCOM.~~

#### a. Informal Complaints.

(1) An informal complaint is any complaint that a military member, family member or retiree does not wish to file in writing. Informal complaints may be resolved directly by the individual with the help of another MEPS member, the Commander, or other person in the complainant's chain of command. Typically, informal complaint issues can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint is not subject to a time suspense.

(2) If a complainant feels more comfortable going outside their chain of command, or if the complaint is against a member of their chain of command, a complainant may use an alternative agency for resolution. Each of the alternative agencies provide expertise in very specific subject areas. Commanders will not prevent members from using the following alternative agencies:

- (a) Someone in a higher echelon of the complainant's chain of command.
- (b) EOA.
- (c) IG.
- (d) Chaplain.
- (e) Provost Marshal (Army).
- (f) Medical agency personnel.
- (g) Staff Judge Advocate (SJA).
- (h) Chief, Community Housing Referral and Relocation Services Office.

(3) In some informal complaints, a chaplain or lawyer, or their agencies, may be able to resolve the complaint while maintaining confidentiality of the complainant. Other alternative agencies will maintain confidentiality whenever possible; however, these agencies will not guarantee or promise confidentiality.

(4) Initial actions by alternative agencies are the same for informal and formal complaints. For an informal complaint of unlawful discrimination ~~or sexual harassment~~, the agency must—

(a) Talk with the complainant and advise the complainant of their rights and responsibilities; listen to the complainant, and find out as much information as possible concerning the complaint including the basis of the complaint and why the individual is using the alternative agency rather than the chain of command.

(b) Inform the complainant of agency responsibilities (for example, direct action on behalf of the complainant, information gathering, referral to another agency or the Commander for action) and about the support services available from other organizations that may help resolve the issues.

(c) Explain the differences between informal and formal complaint process and attempt resolution through mediation, intervention, counseling, and training.

b. Formal complaints.

(1) A formal complaint is one that a complainant files in writing. See [AR 600-20](#), Appendix D-1, para b ~~AR 15-6, Procedures for Investigating Officers and Boards of Officers, for procedures to conduct a formal EO complaint investigation. more information.~~ Formal complaints require specific actions, are subject to timelines, and require documentation of actions taken (see also [Figure 3-1](#)).

(2) USMEPCOM military personnel file formal complaints on [DA Form 7279-R, Equal Opportunity Complaint Form](#), comparable documentation, or on a service-specific EO complaint form. List of codes for race and population groups used in reporting complaints are contained in [Appendix B](#).

(3) Service members have 60 calendar days from the date of the alleged incident in which to file a formal complaint. This time limit is established to set reasonable parameters for the inquiry or investigation and resolution of complaints, to include ensuring the availability of witnesses, accurate recollection of events, and timely remedial action. If a complaint is received after 60 calendar days, the Commander may conduct an investigation into the allegations or appoint an investigating officer. In deciding whether to conduct an investigation, the Commander will consider the reason for the delay, the availability of witnesses, and whether a full and fair inquiry or investigation can be conducted.

### 3-2. Actions of Alternative Agencies

USMEPCOM members may register formal EO complaints with the parent service EO complaint system or alternative agencies listed in [paragraph 3-1a\(2\)](#). Initial actions by these alternative agencies are the same for informal and formal complaints. Alternative agencies (except the IG and parent service EO) must complete [DA Form 7279-R](#), part I, item 9b, to report a formal complaint to the Sector EOA (or a memorandum for record (MFR) if using comparable documentation or service-specific EO complaint form). If the alternative agency decides not to do an inquiry or conduct an investigation, the agency must refer the complaint within 3 calendar days to another agency or to the appropriate Commander for the investigation.

a. If the receiving agency or Commander identifies criminal activity during an inquiry or investigation, the complaint will be immediately referred to the proper agency for investigation (e.g.,



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Army Criminal Investigation Division (CID), Air Force Office of Special Investigation (OSI), Naval Criminal Investigative Service (NCIS)).

b. If a complaint is filed against a promotable Colonel, Colonel, an active-duty or retired General Officer, IG of any component, members of the Senior Executive Service, or Executive Schedule personnel, the allegation will be transferred directly to the appropriate agency in the specific service of the individual being accused.

### 3-3. Complaints Filed with the IG (Complaints Filed Against an O-6 or O-6 Promotable)

a. Complaints filed with the IG will be processed as Inspector General Action Requests IAW [AR 20-1, Inspector General Activities and Procedures](#), rather than under the procedures outlined in this regulation.

b. IG investigations are confidential and protected from unauthorized disclosure and include consultations with persons or activities deemed appropriate by the IG.

c. The IG will acknowledge receipt of the complaint and provide an estimated completion date to the complainant. If the action is not completed by that date, the complainant will be notified and given a new estimated completion date.

### 3-4. Reporting and Documenting Formal Complaints

a. The Commander must brief the alleged offenders on the nature and details of any complaints against him or her.

b. The Commander must debrief the alleged offender on the outcome of the complaint and advise the alleged offender of his or her right to appeal the findings of a formal complaint of discrimination.

c. **Upon receipt of a complaint of discrimination, establish a plan to prevent reprisal to be included in the investigative findings. The plan will include the definition of reprisal, a list of name of members involved to include the complainant, alleged offender and witnesses.** The Commander must protect the complainant's identity whenever possible and will caution the alleged offender against reprisal or other retaliatory actions.

d. The Sector EOA will provide a written summary of the complaint for the **EO Program Manager command EOA** within 30 calendar days of closing the case. The Sector EOA will retain the complaint file in accordance with the unit file plan.

e. In addition to the completed [DA Form 7279-R](#) and [DA Form 7279-1-R, Equal Opportunity Complaint Resolution Assessment](#), comparable documentation, or service-specific EO complaint form, the EOA will retain the following information (MFR format) in each case file:

- (1) The name, rank, and organization of the individual who conducted the inquiry or investigation.
- (2) Complete report of the investigation including written review by the Sector EOA and servicing SJA.
- (3) The status or results of any judicial action, non-judicial punishment, or other action taken to resolve the case.

### **3-5. Appeals Process**

If the complainant believes the investigation failed to reveal all relevant facts to substantiate the allegations, or that the actions taken by the Commander on his or her behalf were insufficient to resolve the complaint, the complainant has the right to appeal to the next higher Commander in the chain of command. The complainant may not appeal the action taken against the perpetrator, if any is taken.

a. The appeal must be presented within 7 calendar days following notification of the results of investigation and acknowledgment of the actions of the command to resolve the complaint. The complainant must provide a brief statement that identifies the basis of the appeal on the [DA Form 7279-R](#), part IV (or by MFR if using comparable documentation or service-specific EO complaint form). The complaint form will be returned to the Commander who either conducted the investigation personally or appointed the IO.

b. Once the appeal has been initiated by the complainant, the Commander has 3 calendar days to refer the appeal to the next higher Commander in the chain of command or to the Sector EOA.

c. The Commander who receives the appeal has 14 calendar days to review the case and act on the appeal (i.e., approve it, deny it, or conduct an additional investigation). The Commander must send the complainant the results (in writing) of the appeal, consistent with Privacy Act and FOIA limitations. This process also applies to subsequent appeals submitted through the chain of command.

### **3-6. Final Resolution on Appeal**

Complaints that are not resolved at the Sector-level may be appealed to the General Courts-Martial Convening Authority, Commander, USMEPCOM.

### **3-7. Follow-up Assessment**

The Sector EOA will conduct a follow-up assessment of formal EO complaints for substantiated and unsubstantiated complaints in a timeframe of 30 to 45 calendar days following the final decision on the complaint. The assessment will measure the effectiveness of the actions taken and detect and deter any acts or threats of reprisal. The Sector EOA also will assess the complainant's satisfaction with the complaint process including timeliness, staff responsiveness and helpfulness, and resolution of the complaint. The EOA will record the assessment on [DA Form 7279-1-R](#) or draft an MFR, and maintain the file (~~see paragraph 4-4a~~). The EOA will present assessment findings and recommendations to the Commander for further consideration or action within 15 calendar days. After the Commander reviews the EOA findings and recommendation, the assessment will be attached to the original complaint and maintained with the file.

### **3-8. Actions Against Military Members Submitting False Complaints**

Service members who knowingly and/or willfully submit a false EO complaint (a complaint containing information or allegations that the complainant knew to be false) may be punished under the [Uniform Code of Military Justice](#) (UCMJ). The following checklist, [Figure 3-1](#), is a guide for what to include in the EO investigation report; it is not a sample report.

**Figure 3-1. Equal Opportunity Investigation Checklist****General Information:**

- (1) Date of review.
- (2) Service (Army, Navy, Air Force, Marine Corps, Coast Guard).
- (3) Complainants name, case number, and identifier.
- (4) Date complaint filed.
- (5) Date investigation initiated.
- (6) Date investigation completed.
- (7) Type/authority for investigation (formal EO complaint, AR 15-6).
- (8) Complainant and alleged offenders demographics (rank, branch of service, race, sex).

**Complaint factors:**

- (1) Were the alleged offender and complainant in the same or different chain of command?
- (2) Conduct occurred in the MEPS or outside of the MEPS?
- (3) Conduct occurred on duty or off duty?
- (4) Type of EO complaint: race, color, religion, national origin, and sex. ~~or sexual harassment.~~
- (5) Nature of allegations: gestures, verbal, physical, personnel action, other (explain).
- (6) Allegations were: substantiated, unsubstantiated, or partially substantiated?

**Investigating Officer factors:**

- (1) Who conducted the investigation: Commander, an appointed officer, EOA, IG, etc.?
- (2) What process was used to select the IO?
- (3) What are the IO demographics?
- (4) Was the IO outside the rating chain of command of the parties to the complainant?
- (5) Was the IO previously experienced in conducting investigations?
- (6) What training/guidance was provided to the IO: SJA, EOA?
- (7) Did the IO have or obtain a working knowledge of DoD/USMEPCOM/Service EO policy prior to conducting the investigation?

**Investigation factors:**

- (1) Was the complaint form filled out correctly?
- (2) Were all the allegations thoroughly addressed? If not, explain.
- (3) Is there any relevant information the complainant submitted ~~the~~ that ~~the~~ IO did not include or address?
- (4) Did the IO define the issues subject to the investigation?
- (5) Was the complainant interviewed at the beginning of the investigation?
- (6) Was the complainant kept informed of the status of the complaint/investigation?
- (7) Was the alleged offender interviewed?
- (8) Were witnesses listed by the complainant interviewed?
- (9) Were witnesses listed by the alleged offender interviewed?
- (10) Were any key witnesses not interviewed? If yes, explain.
- (11) Is there documentation of witnesses' testimony (summarization, taped verbatim, statement)?
- (12) Were witnesses given the opportunity to sign or otherwise validate their summarized testimony as an accurate representation of what they said?
- (13) Was the testimony taken under oath?
- (14) Does the investigation include a thorough review of the circumstances under which the alleged discrimination occurred?

**Figure 3-1. Equal Opportunity Investigation Report Checklist (continued)**

- (15) Did the investigation include an analysis of how the victim was treated compared to others within the complainants demographic group and with those of other demographic groups?
- (16) Did the investigation identify any related policies or practices issues that may constitute, or appear to constitute, discrimination even though they may not have been raised by the complainant?
- (17) If the discrimination and/or allegations were unsubstantiated, were any management deficiencies identified that may have contributed to the allegations addressed and corrected?
- (18) Is there any documentation of the IO's questions? If so, were the questions worded in such a manner to specifically address the allegations? If there is no documentation of the questions, do the responses specifically address the allegations?
- (19) Did the IO clearly and objectively present the facts of the case?
- (20) Are the opinions of the IO clearly identified as such and distinct from the factual and documentary evidence?
- (21) Is there any evidence of bias (a highly personal and unreasoned distortion of judgment) by the IO?
- (22) Is there any evidence that the complainant and not the complaint was investigated?
- (23) Are the conclusions sound, logical, and supported by the facts?
- (24) Are the recommendations, if present, appropriate for the circumstances?
- (25) Was there a legal review of the report? If so, was it found to be legally sufficient?
- (26) Was an EO functional review of the report conducted at any level for adherence to DoD EO policy and definitions? If so, was the review by a Defense Equal Opportunity Management Institute-trained EO specialist or other EO advisor?
- (27) Did the findings and the report conform to DoD EO policy and definitions? If so, was the review by a Defense Equal Opportunity Management Institute-trained EO specialist or other EO advisor?
- (28) Were there deficiencies, discrepancies, incongruities, or nonconcurrences in the findings, conclusions, or recommendations? Were they noted and corrected?
- (29) Is there any evidence that the conclusions were based on an erroneous interpretation of law or regulation or misapplication of established policy, or constitute a precedence involving new or unreviewed policy consideration that may have effects beyond the actual case at hand?
- (30) Were essential documents relevant to a fair determination of the underlying allegations contained in the file?

Corrective action:

- (1) What corrective action, if any, was taken?
- (2) Is corrective action documented in the case file?
- (3) Was there any follow-up regarding the effectiveness of the corrective action taken?

Responses to the complainant/subjects:

- (1) Was a response provided to the complainant? Was it written or verbal? Was the feedback documented in the case file?
- (2) Did the response adequately address the complainant's allegations?
- (3) Was there verbal or written advisement to the complainant to report any reprisal taken against them for filing an EO complaint?
- (4) Was the subject/alleged offender advised of the outcome?

Appeal and redress options:

- (1) Was the complainant advised of appeal and/or redress options?
- (2) Did the complainant seek appeal or redress of the outcome of the complaint?
- (3) Did the complainant present new and material evidence not readily available during the investigation?
- (4) Did any appeal or redress authority find an erroneous interpretation of law or regulation, or misapplication of established policy, or that the conclusions set a precedent for new or unreviewed policy consideration that may have effects beyond the actual case at hand?
- (5) Did the appeal or redress authority adequately and appropriately consider the complainants request for further review?

**Figure 3-1. Equal Opportunity Investigation Report Checklist**

## Chapter 4 Personal Housing Accommodations and Utilization of MEPS Facilities

### 4-1. Personal Housing Accommodation Discrimination Complaints

The local Housing Referral Office (HRO) will process complaints of housing discrimination involving unequal treatment because of race, color, religion, sex, national origin, or sexual orientation. Commanders will contact the military installation nearest their MEPS, in writing via memorandum, to report alleged discriminatory practices in housing and provide a copy of the allegations to the Sector EOA. Commanders will also contact the nearest military installation HRO to establish a protocol and to ensure the HRO is aware that military personnel are assigned to the MEPS. The HRO provides services to MEPS personnel ensuring alleged discriminatory practices are investigated. If local HRO personnel are unable to investigate issues in a timely manner, the Commander will forward the complaint to the Sector EOA or **EO Program Manager command-EOA** for action.

### 4-2. USMEPCOM-Controlled Facilities

USMEPCOM-controlled facilities and official activities are open, as appropriate, to DoD personnel and family members without regard to race, color, religion, sex, national origin, or sexual orientation. Commanders must ensure that any organization using USMEPCOM-controlled facilities (whether on a reimbursable basis or otherwise) does not engage in unlawful discriminatory practices. The Commander must examine the published bylaws or constitution of the organization and assess the actual membership practices and its effect upon the command. In cases where questionable practices exist or allegations of discrimination are made, the burden of proof rests with organization's members. The organization must convince the Commander it does not engage in de facto discrimination. Discriminatory practices will result in denial of use of USMEPCOM-controlled facilities.

### 4-3. Public Accommodations

[Title II of the Civil Rights Act of 1964](#) addresses the practice of discrimination and segregation in public accommodations including privately owned establishments such as hotels, restaurants, gasoline stations, theaters, and places of entertainment. Commanders must ensure the facts concerning an allegation of discriminatory practices are fully investigated. Commanders must ensure individuals and organizations alleged to practice such discrimination are given a full and fair opportunity to challenge any particular allegation. If all reasonable efforts and alternatives fail to eliminate discriminatory practices in public accommodations, MEPS Commanders are authorized to place that facility temporarily off-limits and report it to the Regional Disciplinary Control Board chairperson for final action. For more information, see [AR 190-24/OPNAVINST 1620.2A/AFI 31-213/MCO 1620.2C/COMDTINST 1620.1D, Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations](#). Commanders must report cases of discrimination that result in off-limits sanctions to HQ USMEPCOM, ATTN: EO, within 3 calendar days of action.

### 4-4. Off-Limits Actions

Off-limits actions may be appropriate for establishments falsely claiming to be private clubs, fraternal or otherwise, and public accommodations with discriminatory policies and practices. If discriminatory practices are found directed at military personnel in the command, their family members, or retirees, and conciliation efforts fail, off-limits sanctions are appropriate. (See [AR 190-24/OPNAVINST 1620.2A/AFI 31-213/MCO 1620.2C/COMDTINST 1620.1D](#).) Commanders will not apply off-limits sanctions to a valid private establishment unless—

a. The establishment is open to military personnel in general, or to military personnel who meet specific objective criteria (such as E-4 and above), but segregates or discriminates against other military-personnel solely on the basis of race, color, religion, sex, or national origin.

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b. The Commander, in consultation with the Regional Disciplinary Control Board, IG, command legal advisor, the Army Criminal Investigation Division, and EO (EO officer or EOA), determines that the available facts support the allegations of unlawful discrimination, and after giving the management of the establishment a full and fair opportunity to challenge or refute the allegations.

c. The Commander determines that continued discrimination by an establishment undermines the morale, discipline, or loyalty of military personnel in the command.

## Chapter 5 Special Observances

### 5-1. Purpose

EO special and ethnic observances recognize the achievements and contributions of all Americans to the American culture and increase awareness, mutual respect and understanding, through education. The observances help enhance cross-cultural awareness and promote understanding, teamwork, harmony, pride, and esprit de corps among all groups. The DoD has general responsibility for establishing policy and identifying the time period for each observance. See [Figure 5-1](#) for a listing of ethnic and special observances.

### 5-2. Objective

The objective of special and ethnic observances is to educate and/or enhance awareness of the contributions made by minorities and women to our society.

### 5-3. Responsibilities

a. Commander's responsibilities. With regards to EO special and ethnic observances, Commanders will—

(1) Develop, plan, and conduct observances during the designated time frame [Figure 5-1](#).

(2) Encourage military **and civilian** members to contribute to, and participate in, planning, implementing, and conducting observance activities. Activities will be designated and scheduled to allow for maximum attendance of personnel in the command. Commanders will establish a policy that ensures personnel desiring to participate in these observances are given a reasonable opportunity to do so.

(3) Select and announce an appropriate theme for the observance, consistent with the spirit of the event and the needs of the local community. DoD publishes themes for the observances that may be used to augment local activities.

b. EOA responsibilities. With regards to EO special and ethnic observances, EOAs will—

(1) Serve as advisors/liaisons between the Commander, HQ, USMEPCOM and the diversity committee.

(2) Ensure the special observance objective is met.

c. Chairs/Committee Members responsibilities. This will serve to maintain the integrity of the special observance program and will ensure all observances are given equal representation; similar activities will follow for all subsequent observances throughout the year. With regards to EO special and ethnic observances, chairs/committee members, will—

(1) Send out awareness/educational type emails to HQ, USMEPCOM personnel weekly.

(2) Coordinate with PAO for flyers and posters throughout building.

(3) Advertise throughout the month on TV monitors.



**5-4. Administration/Execution**

See Special Observances Guide on [SPEAR](#). See also [Figure 5-1](#), Special Observance Timetable.

**5-5. Requirements/Parameters of Events**

The minimum requirement is to meet the spirit and intent of the special observance (i.e. to advertise the observance through media/posters/educational correspondence and ensure leadership at all levels is fully engaged and apprised of all scheduled activities).

**5-6. Public Affairs Office**

Assist ~~EO Program Manager Command EOA~~ in executing the command's special observance program in marketing, advertising and promoting all events

**5-7. Considerations**

- a. Availability of Sector ~~EOA~~ and ~~HQ EO Program Manager. Command EOA.~~
- b. Budget limitations.
- c. Committee participation/involvement fluctuates from month to month and events/activities may vary, are subject to change, and are not limited to one specific type of activity.

**5-8. Funding**

The ~~EO Program Manager Command EOA~~ coordinates directly with J-4/Contracting Branch to procure goods and services to administer the HQ, USMEPCOM EO Program. At Commanders' discretion, they may allow expenditures for command sponsored cultural awareness events, appropriated funds for guest speakers, artistic or cultural activities, food exhibits or samples (not intended as meals or refreshments), or publications when the intent is to promote cross-cultural harmony and awareness.

**5-9. Suggested Activities**

Suggested activities, which exhibit contributions made by the featured ethnic, sex, or racial group to the military and society in general include, but are not limited to, these examples—

- a. Special displays in command areas to include expositions and displays of arts, crafts, and significant accomplishments related to the theme.
- b. Multi-Cultural day/experience.
- c. Food-tasting events.
- d. Special music or drama programs.
- e. Programs featuring historical achievements and contributions by various ethnic groups to government, education, industry, religion, music, and theater.
- f. Keynote speakers.

**Figure 5-1. Special Observance Timetable**

Observance: Birthday of Dr. Martin Luther King, Jr.

Date: Third Monday in January

Authority: Public Law 98-144 (est. Federal Holiday)

Observance: African American (Black) History Month

Dates: 1 through 28/29 February

Authority: First Presidential Proclamation, 1976

Observance: Women's History Month

Dates: 1 through 31 March

Authority: First observed by Public Law 100-9, 1987

Observance: Days of Remembrance

Date(s): Varies (see the US Holocaust Memorial Museum website at <http://www.ushmm.org>)

Authority: Public Law 96-388

Observance: Asian Pacific American Heritage Month

Dates: 1 through 31 May

Authority: First Presidential Proclamation, 1991

**Observance: LGBT Pride Month**

**Dates: 1 through 30 June**

**Authority: First Presidential Proclamation, 2000/2009**

Observance: Women's Equality Day

Date: 26 August

Authority: First Presidential Proclamation, 1973

Observance: Hispanic Heritage Month

Dates: 15 September through 15 October

Authority: First observed by Public Law 100-402

Observance: National Disability Employment Awareness Month

Dates: 1 - 31 October

Authority: First Presidential Proclamation, 1945

Observance: National Native American Heritage Month

Dates: 1 through 30 November

Authority: First observed by Public Law 101-343

**Figure 5-1. Special Observance Timetable**

**Appendix A**  
**References**

***Section I***

***Publications referenced in or related to this publication***

**AR 11-2**

Management Control

**AR 15-6**

Procedures for Investigating Officers and Boards of Officers.

**AR 20-1**

Inspector General Activities and Procedures.

**AR 190-24/OPNAVINST 1620.2A/AFI 31-213/MCO 1620.2C/COMDIINST 1620.1D**

Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations.

**AR 600-20**

Army Command Policy

**UCMJ**

Uniform Code of Military Justice.

***Section II***

***Forms referenced in or related to this publication***

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

**DA Form 7279-R**

Equal Opportunity Complaint Form.

**DA Form 7279-1-R**

Equal Opportunity Complaint Resolution Assessment.

**Appendix B**  
**Reporting Codes by Race and Population Groups**

Race/population group: American Indian/Alaskan Native

Definition: A military member having origins in any of the original peoples of North America.

Reporting codes: R

Race/population group: Asian

Definition: A military member having origins in any of the peoples of Asia, including China, Japan, and Korea.

Reporting codes: M

Race/population group: Black

Definition: A military member having origins in any of the Black racial groups of Africa or other areas.

Reporting codes: N

Race/population group: White

Definition: A military member having origins in any of the original peoples of Europe, North Africa, or Middle East.

Reporting codes: C

Race/population group: Other

Definition: A military member of race not included above.

Reporting codes: X

Race/population group: Unknown

Definition: A military member who does not know his/her ethnic heritage.

Reporting codes: Z

Ethnic group: Indian

Definition: A military member from India or of Indian descent.

Reporting code: D

Ethnic group: Filipino

Definition: A military member of Filipino descent.

Reporting code: 5

Ethnic group: Vietnamese

Definition: A military member of Vietnamese descent.

Reporting code: V

Ethnic group: Other Asian descent

Definition: A military member of Asian descent not delineated separately as Chinese, Japanese, Korean, Indian, Filipino, or Vietnamese.

Reporting code: 3

Ethnic group: Melanesian

Definition: A military member of Melanesian descent.

Reporting code: E

Ethnic group: Micronesian

Definition: A military member of Micronesian descent.

Reporting code: W

Ethnic group: Polynesian

Definition: A military member of Polynesian descent.

Reporting code: L

Ethnic group: Other Pacific Island descent

Definition: A military member of Pacific Island descent, not delineated separately as Melanesian, Micronesian, or Polynesian.

Reporting code: Q

Ethnic group: Mexican

Definition: A military member of Mexican descent.

Reporting code: 6

Ethnic group: Puerto Rican

Definition: A military member of Puerto Rican descent.

Reporting code: 4

Ethnic group: Cuban

Definition: A military member of Cuban descent.

Reporting code: 9

Ethnic group: Latin American

Definition: A military member of Central/South American descent.

Reporting code: S

Ethnic group: Other

Definition: A military member of Spanish extraction not delineated as Mexican, Puerto Rican, Cuban or Latin American.

Reporting code: 1

Ethnic group: Aleut

Definition: A military member of Aleutian descent.

Reporting code: 8

Ethnic group: Eskimo

Definition: A military member of Eskimoan descent, not Aleuts.

Reporting code: 7

Ethnic group: U.S./Canadian Indian tribes

Definition: A military member of U.S. or Canadian Indian tribes.

Reporting code: 2

Ethnic group: Chinese

Definition: A military member of Chinese descent.

Reporting code: G

Ethnic group: Japanese  
Definition: A military member of Japanese descent.  
Reporting code: J

Ethnic group: Korean  
Definition: A military member of Korean descent.  
Reporting code: K

**Racial/ethnic designation categories (REDCAT)**

When race code equals: R  
And ethnic code equals: 8, 7, or 2  
Then report as: American Indian/Alaskan Native

When race code equals: M, C, N, X, or Z  
And ethnic code equals: G, J, K, 5, D, V, 3, E, W, L, or Q  
Then report as: Asian/Pacific Islander

When race code equals: N  
And ethnic code equals: X or Z  
Then report as: Black, not of Hispanic origin

When race code equals: C  
And ethnic code equals: X or Z  
Then report as: White, not Hispanic origin

When race code equals: C, N, X, or Z  
And ethnic code equals: 6, 4, 9, S, or 1  
Then report as: Hispanic

When race code equals: X or Z  
And ethnic code equals: X or Z  
Then report as: Other/Unknown

**Appendix C**  
**Glossary**

***Section I***  
***Abbreviations***

**AR**  
Army Regulation

**DA**  
Department of the Army

**DEOCS**  
Defense Equal Opportunity Climate Survey

**DoD**  
Department of Defense

**EEO**  
Equal Employment Opportunity

**EO**  
Equal Opportunity

**EOA**  
Equal Opportunity Advisor

**EOAC**  
Equal Opportunity Advisor Course EOAC

**EEO/EO**  
Equal Employment Opportunity/Equal Opportunity

**FOIA**  
Freedom of Information Act

**GCMCA**  
General Courts-Martial Convening Authority

**HQ USMEPCOM**  
Headquarters, United States Military Entrance Processing Command

**HRO**  
Housing Referral Office

**IG**  
Inspector General

**IO**  
Investigating Officer

**MEPS**

Military Entrance Processing Station

**MFR**

Memorandum for Record

**REDCAT**

Racial Ethnic Designation Category

**SJA**

Staff Judge Advocate

**UCMJ**

Uniform Code of Military Justice

***Section II***  
***Terms***

**Equal Opportunity**

Equal consideration and treatment within the law, based upon merit, fitness, and capability, without additional influence of race, color, religion, sex, and national origin.

**Ethnic Group**

A group of individuals distinguished or set apart by others or by itself primarily on the basis of cultural or nationality characteristics.

**Human Relations Climate**

The prevailing perceptions of individuals concerning interpersonal relationships within their working, living, and social environment.

**Minority**

All persons classified as black (not of Hispanic origin), Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native.

**National Origin**

An individual's or ancestor's place of origin. This also applies to a person who has the physical, cultural, or linguistic characteristics of a national group.

**Race**

A loosely used term referring to groups of persons normally characterized by inherited physical traits that are sufficiently distinctive to be identified as a group, culture, nation, people, or type.

**Sexual Harassment**

An unprofessional and unacceptable type of conduct. It is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.



**Unlawful Discrimination**

Any action that unlawfully or unjustly results in unequal treatment of persons or groups based on race, color, religion, sex, or national origin; and for which distinctions are not supported by legal or rational considerations.

## Appendix D

### Summary of Changes Archive

This Archive is designed to maintain a history of changes made to this UMR. Only the most recent changes will appear on the Summary of Changes page.

#### *Incorporating changes effective August 1, 2013:*

- Paragraph 1-3a(6): Adds a snapshot of the EO program and deletes AAP/EO Forum information
- Paragraph 1-3b: Updates Equal Employment Opportunity (EEO)/EO officer role and responsibilities throughout
- Paragraph 1-3b(4): Deletes Affirmative Action Plan requirements
- Paragraph 1-3c(5) and (6): Changes timeline for equal opportunity advisors (EOAs) to conduct Unit Climate Assessments
- Paragraph 1-3c(12): Updates requirement for providing assistance to investigating officers on Sector and MEPS EO-related matters
- Paragraph 1-3d: Adds oversight and timelines throughout
- Paragraph 1-3e: Adds Battalion responsibilities
- Paragraph 1-3e(4): Adds specific military and civilian employee guidance
- Paragraph 1-3f: Adds MEPS commander responsibilities.
- Paragraph 1-3g and h: Deletes Affirmative Action Plan information
- Paragraph 1-5: Adds Western Sector manning guidance
- Paragraph 1-6: Adds timeline to submit nominations for annual EO awards
- Paragraph 1-7: Adds procedures for processing Freedom of Information Act (FOIA) requests
- Paragraph 2-2: Deletes Affirmative Action Plan requirements throughout
- Paragraph 2-2a: Deletes supervisors of military.
- Paragraph 2-2a(2): Deletes Prevention of Sexual Harrassment training information
- Paragraph 2-2b: Adds Consideration of Others Training example
- Paragraph 2-2b(1)-(4): Adds HQ and Battalion. Added responsibilities and timelines.
- Paragraph 2-2c: Adds specialized training information
- Paragraph 2-3a: Deletes files disposition information
- Paragraph 2-3b: Deletes Army and adds MEPNET (SPEAR). Updates filing processes and adds the use of USMEPCOM Form 600-24-2-E
- Paragraph 2-4: Changes Unit Climate Assessment to Command Climate Assessment
- Paragraph 2-4a: Adds Sector Equal Opportunity Advisors to guidance. Adds a Note specifying the difference between Army and USMEPCOM differences
- Paragraph 2-4a(1)(2): Adds definition and use of Command Climate Assessments
- Paragraph 2-4a(3): Updates timelines for Command Climate Assessments
- Paragraph 2-4a(4): Adds voluntary status of surveys and updates filing process
- Paragraph 2-4a(5): Adds analysis and reporting timelines
- Paragraph 2-4a(6): Adds waiver guidance
- Paragraph 2-4b(1)(2): Adds definition and use of Unit Climate Assessments (formerly Appendix C)
- Paragraph 2-4b(3): Updates timelines for Unit Climate Assessments
- Paragraph 2-4b(4): Adds union reporting guidelines and voluntary nature of surveys
- Paragraph 2-4b(5): Adds analysis and reporting timelines
- Paragraph 2-4c: Adds note on use of other assessment surveys and deletes EEO/EO Officer
- Paragraph 2-4d: Adds anonymity guidance from Appendix D
- Paragraph 2-4e: Adds analysis guidance

- Paragraph 2-4f: Adds program evaluation guidance and adds Figure 2-1 from Appendix H
- Paragraph 2-5: Adds Equal Opportunity Quarterly Reports and Figure 2-2 from Appendix I
- Paragraph 2-6: Adds documentation reporting and MEONET guidance
- Paragraph 2-7: Adds specific forms of documentation
- Chapter 3: Deleted in its entirety and renumbers Chapter 4 to become new Chapter 3
- Paragraph 3-3: Adds “(Complaints Filed Against an O-6 or O-6 Promotable)” to title
- Paragraph 3-4d: Updates filing procedure
- Paragraph 3-8: Adds checklist for EO investigation reports
- Chapter 5: Deletes EO and Special Ethnic portions. Changes applicability to “all Americans”
- Paragraph 5-2: Adds Objective
- Paragraph 5-3: Deletes Commanders, adds specific responsibilities to commanders, Equal Opportunity Advisors and Chair/Committee members
- Paragraph 5-4: Adds reference to MEPNET (SPEAR)
- Paragraph 5-5: Adds requirements/parameters of events
- Paragraph 5-6 Adds Public Affairs Office guidance
- Paragraph 5-7: Adds considerations
- Paragraph 5-8: Updates comptroller general references. Adds funding guidance and deletes commanders’ operating account and AVMF information
- Paragraph 5-9: Adds Multi-Cultural Day and food tasting activities and Figure 5-1 Special Observance Timetable from Appendix G
- Appendix A, References: Deleted.
- Appendix B, USMEPCOM Affirmative Action Plan: Deleted.
- Appendix C, Unit Climate Assessment: Moved to paragraph 2-4
- Appendix D, Command Climate Survey: Moved to paragraph 2-4
- Appendix E, Reporting and Documenting Formal Complaints: Moved to Chapter 3 ([Figure 3-1](#))
- Appendix G, Special Observances Timetable: Moved to paragraph 5-9