

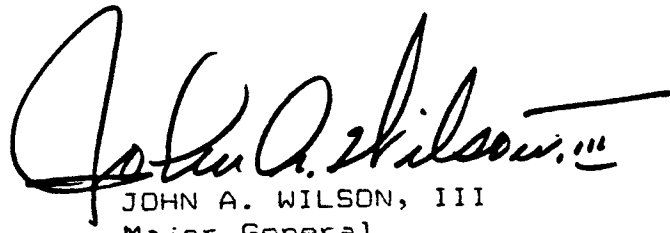
DIST. A
3/1/88

Series 62. ^{B.G.} 401-20-83
WVMR(ARMY) 600-21

1 May 1988

The proponent agency of this regulation is the Human Relations/Equal Opportunity Office. Users are invited to send comments to the Human Relations/Equal Opportunity Office, WVAR-PA-HR/EO.

FOR THE GOVERNOR:



JOHN A. WILSON, III
Major General
The Adjutant General

DISTRIBUTION:
"A"

STATE OF WEST VIRGINIA *WVMR(ARMY) 600-21
ADJUTANT GENERAL'S DEPARTMENT
CHARLESTON 25305

WV MILITARY REGULATIONS (ARMY)
NUMBER 600-21

1 MAY 1988

PERSONNEL - GENERAL

HUMAN RELATIONS/EQUAL OPPORTUNITY
AFFIRMATIVE ACTIONS PLAN

Table of Contents

SECTION I. INTRODUCTION	PAGE
A. Purpose	1
B. Policy	1
C. Applicability	1
D. Explanation of Terms	2
E. Concept	2
F. Objectives	3
G. Principles	3
H. Responsibilities	4
I. Affirmative Actions Plan Format	6
J. Reports	6
K. Equal Opportunity Staff	6
L. Training (EO Staff)	6
M. Racial and Ethnic Designation	6
N. Review and Revision	6
O. References	7
SECTION II. EQUAL OPPORTUNITY	
A. Affirmative Action Plan (AAP)	8
B. Glossary	9
C. Organization	10
D. Policy and Guidance	11-13
E. Minority and Female Officer Development	14
F. Minority and Females Officer Accessions	15
G. Career Development/Progression	16-17
H. Compliance Monitoring	18-19
I. WV State Area (STARC) Responsibilities	20-22
J. Command and Fuctional Manager Actions	23-28
SECTION III. HUMAN RELATIONS	
A. General	29
B. Format	29
C. Education and Training	30-31
D. Perception and Communications	32

*The Regulation supersedes WVMR(ARMY) 600-21, dtd 20 Jul 83 and Change 1
dtd 2 Aug 85

HEADQUARTERS WEST VIRGINIA NATIONAL GUARD

OFFICE OF THE ADJUTANT GENERAL

WEST VIRGINIA NATIONAL GUARD
REGULATION NO. 600-21

PERSONNEL-GENERAL

HUMAN RELATIONS/EQUAL OPPORTUNITY
AFFIRMATIVE ACTIONS PLAN

SECTION I: INTRODUCTION

A. Purpose. This regulation provides information and instructions pertaining to the West Virginia Army National Guard's Human Relations/Equal Opportunity (HR/EO) Affirmative Actions Plan (AAP). The purpose of this plan is to establish policies and programs which will assist commanders in providing for the creation of an equal opportunity environment and for promoting minority group harmony. The AAP serves as the foundation of the HR/EO Program and is directive in nature.

I. To provide Commanders a personnel management tool to assist in developing planned affirmative actions in support of the Department of the Army Equal Opportunity Program, which will ensure equality of treatment and advancement opportunities, based solely on merit, fitness capability and potential for all West Virginia Army National Guard.

II. Identify and establish policies and objectives that are obtainable in order to provide and maintain an Equal Opportunity environment conducive to promoting this essential aspect (human readiness) of combat readiness.

Fulfill Department of the Army (DA) requirements as specified in DA Pamphlet 600-26, AR 600-21, FORSCOM Supplement 1 to AR 600-21 and 1A Memo.

The provisions of this plan apply to all West Virginia Army National Guard personnel.

B. Policy. Every member of the West Virginia National Guard will enjoy standardized opportunity and treatment, regardless of race, age, color, sex, religion or national origin. Practices of prejudice or discrimination for any reason will not be tolerated. Each member is entitled to protection and support by commanders against such practices, whether overt or covert, by either members of the military or civilian communities.

C. Applicability. This regulation is applicable to all personnel of the West Virginia Army National Guard and those civilians who may come under its jurisdiction. It is designed to

be used in conjunction with the Army National Guard Affirmative Actions Plan, dated April, 1986.

D. Explanation of Terms. The explanation of terms provided below are for instructional support and interpretation for implementing this plan.

1. Human Relations. The relationship between groups and members of groups that have been socially defined as groups on the basis of physical characteristics.

2. Minority Group Member. Any person distinguished from the general population and treated less favorably within the society because of race, religion, ethnic origin or sex. Females, unless otherwise identified, refers to all females without regard to race or ethnic group.

3. Ethnic Group. A group of people distinguished from the general population based on actual or perceived cultural criteria (language, life style, religion, mores and national origin).

4. Equal Opportunity (EO) Actions. Activities designed to correct structural deficiencies, to eliminate discriminating practices and to provide opportunities for full career development within the military.

5. Goal. An objective based on realistic measurable prospects of attainment.

6. Affirmative Action Plan. A comprehensive management document that consists of attainable goals and timetables. This document is required of all Major Commands.

7. Objective. The general end result to be attained with the accomplishment of supporting goals.

8. Human Relations Actions. Those actions designed to eliminate prejudicial behavior, as well as to promote group harmony and attitudes supportive of National Guard objectives.

9. Affirmative Actions. These are positive and planned actions designed to correct existing deficiencies and inequities. The concept is to go beyond nondiscrimination.

E. Concept. The West Virginia Army National Guard's AAP is consistent with DOD, DA and NGB directives on human relations/equal opportunity treatment of military personnel. Additionally, it gives credence to, and prescribes actions in support of the Guard's commitment for fair and impartial

treatment for all personnel. Attainment of this commitment will contribute significantly to the dignity of the individual, willing self-discipline and professional competence of our members. Objectives contained herein are directive in nature. Further, it is expected that commanders will supplement these objectives with others which are relevant to unit and local needs. The overall objective is to ensure that all personnel of the West Virginia Army National Guard community have a real opportunity to be full participants in the command's activities. Implementation of the AAP is solely a command responsibility.

F. Objectives. The objectives of the West Virginia Army National Guard's HR/EO Program are to:

1. Provide an opportunity for the growth and effective utilization of the real and potential capabilities of all Guardspersons.
2. Correct structural imbalances, and to provide more meaningful participation of minority National Guard personnel in the various aspects of National Guard involvement.
3. Address the differences in culture and other special needs of minority Guardspersons which have a serious impact on morale or welfare and do not detract from the rights of other members.
4. Provide training designed to increase the awareness and understanding of the elements that promote nondiscrimination of WVARNG personnel in regards to race, color, religion, sex, age, and national origin.
5. Correct perceptual discrepancies between personnel of various minority groups and foster attitudes which support West Virginia Army National Guard HR/EO objectives.
6. Improve guidance throughout the Guard on human relations and equal opportunity policies and programs.
7. Assess compliance with equal opportunity directives.

G. Principles. The West Virginia Army National Guard philosophy shaping the approach to specific HR/EO problems can be aptly stated as follows:

1. The primary goal of all Guard human relations and equal opportunity actions is the creation of a positive atmosphere of minority group harmony; it is not the simple avoidance of disorders and/or discriminatory practices.
2. Commanders at all levels are responsible for successful accomplishment of human relations and equal opportunity objectives. The chain of command must continue to be emphasized as the primary and preferred channel for correcting discriminatory practices and for communicating on minority matters.

3. West Virginia Army National Guard HR/EO activities are based on affirmative actions that extend beyond nondiscrimination to encompass planned and positive steps which identify and correct existing discrepancies and inequities as a matter of highest priority.

4. An essential condition for the Guard in accomplishing its primary mission of national defense is the preservation of a high state of discipline and good order; the quality of discipline cannot be compromised in a drive toward social progress.

5. The most constructive approach to reducing minority tensions and discriminatory practices is to promote supportive relationships between soldier and subgroups and the Guard. Consistent with this principle, it is clearly in the Guard's interest to support all members' legitimate drive for individual and cultural pride.

6. Effective implementation of WVARNG HR/EO program requires high level policy formulation, decentralized execution, maximum participation by all levels of command, and compliance monitoring procedures.

7. The primary emphasis of WVARNG HR/EO education and training is the changing of behavior and the creation of an improved appreciation of individuals and groups as human beings.

8. WVARNG standards for career development must be maintained at levels commensurate with the missions requirements of the Guard. Establishment of dual standards or lower standards for minority service personnel output is undesirable. This principle does not detract from actions to provide supplementary training or education which minorities may require to meet established standards.

H. Responsibilities. The responsibilities stated below are in addition to those stated in the AAP.

1. The Adjutant General. The Adjutant General is the primary HR/EO Officer for the West Virginia Army National Guard and implements programs designed to meet the HR/EO needs for the State. To include all policies, plans and actions pertaining to Equal Opportunity Programs.

2. Commanders. Will assist the Adjutant General in initiating HR/EO programs designed to meet the needs of the unit and its personnel. Commanders at all levels are the EO officers and, as such, are assisted by EO advisers. Therefore, these commanders will:

a. Assist the Adjutant General in initiating HR/EO Programs designed to meet the needs of the unit and its personnel.

b. Establish EO programs within their organizations.

c. Promote interpersonal harmony for all military and civilian personnel and involve public affairs personnel in

planning, executing and monitoring EO programs.

d. Monitor the execution of EO programs/policies at all leadership levels within their command.

e. Identify discriminating practices and initiate corrective action to include follow-up.

3. HR/EO Officer. The WVARNG HR/EO Officer will develop and monitor plans, policies and programs designed to meet the HR/EO needs of the State under the supervision of the Deputy Chief of Staff of Personnel and Administration. The HR/EO Officer also has staff responsibility to monitor investigations of all inquiries/complaints involving minority or discriminatory matters.

4. Public Affairs Officer. The WVARNG PAO has staff responsibility for all public information relating to the HR/EO Program which is to be released to the news media. Publicizing initiatives and cooperating with local media to foster optimum coverage of Guard activities is an inherent part of the HR/EO Program.

5. Unit/Organization Commanders are responsible for developing and implementing the HR/EO Program and for achieving the objectives listed in paragraph F. The Company Commander is the EO Officer of his/her unit.

6. HR/EO Officer. The HR/EO Officer will:

a. Advise the Adjutant General of all HR/EO matters.

b. Review DOD, DA and NGB policies, programs and procedures. Develop and recommend similar actions tailored to fit the needs of the State.

c. Coordinate, develop and monitor HR/EO education programs and select personnel to attend DEOMI.

d. Coordinate and monitor the implementation of the AAP.

e. Advise and assist all persons and offices in handling matters pertaining to HR/EO Programs; also establishes EO training programs.

f. Maintain liaison with community organizations, institutions, minority groups and organizations, and civic clubs in connection with the HR/EO Program.

g. Participate in councils and seminars concerned with Guard related and non-guard related community activities and HR/EO matters.

h. Advise the Adjutant General on procedures established to monitor compliance and to evaluate implementation and progress of HR/EO Programs.

i. Monitor, in coordination with appropriate staff elements, the following programs:

1. Education and Training (other than HR/EO).

2. Recreation.

3. Morale and Welfare.

4. Complaints.

5. Military Justice.

6. Assignments, Promotions, and Separations.

7. Command and Public Affairs Programs.

8. Providing personnel, funding and other resources to carry out the EO Program.

I. Affirmative Actions Plan Format. Specific objectives of the AAP include eliminating both the cause and effects of discrimination and prejudice. The plan has been developed using specific categories to:

1. Insure coordinated, concerted and sustained effort to attain HR/EO goals.

2. Establish measurable indicators to evaluate program effectiveness.

J. Reports. Reporting requirements are outlined for specific subject areas. A listing of required reports, frequency and responsible agency is contained in Appendix E.

K. Equal Opportunity Staff. The principal Equal Opportunity Adviser in the WVARNG will have direct access to the Commander at all times. So long as the above condition is met, the location of the EO Office within the organization is a matter of local command discretion or other applicable directives.

L. Training (EO Staff). All EO Staff personnel occupying a TDA/MTOE position will enroll in and begin qualifying training within one (1) year from date of occupying an EO position, or the EO Advisor will forward a letter to the Adjutant General, WVARNG justifying why this is impossible. Individuals assigned to EO staff positions upon completion of training "will remain in and serve in that position for three (3) years thereafter, as a minimum.

M. Racial and Ethnic Designation. Racial and ethnic designations used for EO data collecting and reporting purposes will be in accordance with HQDA guidance as outlined in Chapter 1, DA Pam 600-26, para 1-6.

N. Review and Revision. The HR/EO Office and users will review and update this AAP on a continuous basis. Recommended changes should be submitted to WVAR-PA-HR/EO.

REFERENCES

1. DOD Directive 1100.15, 3 June 1976, Subject: "Department of Defense Equal Opportunity Program".
2. AR 600-21, Human Relations and Equal Opportunity.
3. NGR 600-21, Army National Guard Equal Opportunity Program (ARNG EOP) dated 1 April 1986.
4. NGR 600-23, Nondiscrimination in Federally Assisted Programs.
5. WVMR (Army) 600-23, Nondiscrimination in Federally Assisted Programs.
6. Department of the Army Affirmative Actions Plan, DA Pam 600-26, 13 December 1985.
7. HQDA Equal Opportunity Assessment, 1984.
8. Inspector General Activity and Procedures, AR 20-1, 1 June 1984.
9. Equal Opportunity Program in the Army, AR 600-21, 30 April 1985.
10. Equal Opportunity Program in the Army, FORSCOM Suppl 1 to AR 600-21, 1 March 1985.

CHAPTER 2

This chapter contains Affirmative Action Objectives, (obtainable) goals, and milestones.

AFFIRMATIVE ACTION PLAN (AAP)

A comprehensive management document (tool) which requires quantifiable goals and timetables from all Major Commands and their direct reporting units, designed to achieve equal opportunity for all military personnel with the West Virginia Army National Guard (WVARNG).

By establishment of this plan, we are implementing measures designed to correct the effects of institutional discriminatory policies and practices by preventing personal and institutional discrimination at all levels and by providing the opportunity for career development through human readiness in order to maintain combat readiness and upward mobility regardless of race, color, religion, gender, or national origin.

The accomplishment of the above will be done primarily through Management by Objectives (MBO), a process whereby superiors and their subordinates jointly identify common goals, define each subordinate's area of responsibility in terms of expected results in a sequential manner, and use these measures for reviewing results and efficiently managing their areas of responsibilities.

NOTE: For the purpose of this Affirmative Actions Plan, Goals and Milestones are arranged in a timetable format to assist facilitating the management effort. Therefore, goals are not ceilings nor are they to be reached at the expense of prerequisite qualifications. It is established that in affirmative action efforts, goals are not quotas. Some guidance for the use of goals in this plan is as follows:

- a. Do they facilitate management?
- b. Are they obtainable while maintaining prerequisite qualifications and standards?
- c. Are they developed from considering the pertinent variables that affect that goal attainment?
- d. Are they planned to be realistic and achievable with a good faith effort?
- e. While they are not mandatory, they are desirable.

GLOSSARY

1. AAP - Affirmative Actions Plan
2. CG - Commanding General
3. CSM - Command Sergeant Major
4. DA - Department of the Army
5. DCSIM - Deputy Chief of Staff for Information Management
6. DCSPER - Deputy Chief of Staff for Personnel
7. DCST - Deputy Chief of Staff for Training
8. DEOMI - Defense Equal Opportunity Management Institute
9. EO - Equal Opportunity
10. EOA - Equal Opportunity Adviser
11. FY - Fiscal Year
12. GOCOM - General Officer Command
13. HQDA - Headquarters Department of the Army
14. HQ FORCOM - Headquarters US Army Forces Command
15. IG - Inspector General
16. MUSARC - Major US Army Reserve Command
17. OCS - Officer Candidate School
18. PAO - Public Affairs Office
19. ROTC - Reserve Officer Training Corps
20. SJA - Staff Judge Advocate
21. USMAPS - US Military Academy Prep School
22. WOC - Warrant Officer Course

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: C: Organization	1			
OBJECTIVE: To insure adequate staffing for implementation and maintenance of a viable HR/EO Program throughout the WVARNG.					
BACKGROUND: In order to fully implement and maintain a viable HR/EO Program commanders at all levels will insure that sufficient personnel are assigned to HR/EO positions to direct and coordinate program objectives.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Insure that all recognized requirements and authorizations for HR/EO personnel are filled: a. HR/EO Office positions (By MTDA, MTOE, or additional duty). b. HR/EO Councils. 2. Strive to assign personnel to HR/EO duties who have had a variety of experiences in the Guard (command, recruiting, instructing, operations, etc..). 3. Insure that the HR/EO Officer is positioned not more than one level below the Commander's immediate staff and has direct access to the Commander on all HR/EO matters.. 4. Insure minority representation on boards, councils, and committees insofar as possible (Awards committees, Unit Fund Councils, planning committees, selection boards, etc..). 5. Commanders will appoint a minimum of 2 Equal Opportunity Representatives (EOR) to enhance the Equal Opportunities Representative Commanders will use a minimum of the guidelines contained in Appendix X for EOR selection criteria.		---	As Required	---	
		---	As Required	---	
		---	As Required	---	
		---	As Required	---	
		---	As Required	---	

PROPONENT: ITEMS 1,2,3,4: All Commanders of Units, Battallion size or larger
ITEM 5: Unit/Detachment Commanders

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: D: Policy and Guidance	1			
OBJECTIVE: To insure that the Commander's HR/EO policy is known throughout the command.					
BACKGROUND: The Commander's policy on HR/EO Programs sets the tone for the HR/EO Program. It indicates his/her dedication to the program which in turn determines the amount of commitment which is expected of subordinate commands.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Insure that the WV Adjutant General's HR/EO Policy Statements are posted on unit bulletin boards and understood by all throughout the command.		---Sustaining---			
2. Insure that a command HR/EO policy statement is prepared, posted, and communicated throughout the command NLT 30 days after assumption of command/duty. Revise annually at the beginning of each fiscal year and subsequent.		UPON ASSUMING COMMAND AND/OR ANNUALLY			
3. Review DA, NGB, & 1st Army directions pertaining to HR/EO Programs and publish necessary implementing directives/supplements.		WITHIN 90 DAYS AFTER RECEIPT			
4. Review and revise Affirmative Actions Plan annually.		---30 Sep---			
5. Conduct semi-annual "Non-Discrimination in Federally Assisted Programs" briefing in accordance with WVMR (ARMY) 600-23. (Appendix G).		NLT 1 Aug and NLT 1 Feb of each year			
6. Insure that a copy of Notice for the general public titled "Nondiscrimination In Federally Assisted Programs" is posted on the Unit Bulletin Board in accordance to WVMR (ARMY) 600-23. (Appendix G).		---Sustaining---			

PROPONENT: ITEMS 1,2,5,6: All Commanders
ITEMS 3,4: Unit/Detachment Commanders

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: D: Policy and Guidance	2			
OBJECTIVE: To insure the effectiveness of the West Virginia Army National Guard's EO Complaint Program.					
BACKGROUND: Any member of the WVARNG who feels that he or she has been discriminated against because of race, color, sex, national origin, religion or age must be afforded an opportunity for redress. As such, to be effective, procedures for submitting, processing and reporting EO complaints must be understood by all members throughout the Command.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Insure that EO Complaints procedure is published and posted in a highly visible location in all units. (Appendix A)			---Sustaining---		
2. Insure that the chain of command is being utilized as the primary problem solving device.			UPON RECEIPT OF COMPLAINT		
3. Review activity in Items 1 and 2 during assistance visit.			---As Required---		
4. Submit HR/EO Complaint Report for each complaint processed. (Appendix F).			UPON RECEIPT AND UPON CLOSING COMPLAINT ANNUALLY		
5. Review and revise EO Complaint Procedures.			---NLT 30 Sep---		

PROPONENT: ITEMS 1,2,4: All Commanders, Primary Staff Officers.
ITEMS 3,5: State HR/EO Staff.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: D: Policy and Guidance	3			
OBJECTIVE: To establish effective coordination between the HR/EO Staff, all Commanders and Staff.					
BACKGROUND: In order for the WVARNG's HR/EO Program to be effective, it is necessary that all persons, particularly supervisory personnel, understand and perform their responsibilities in accomplishing HR/EO Program objectives.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Insure mutual staff coordination between HR/EO staff and other staff elements on all matters affecting the HR/EO program by incorporating HR/EO policy in command operating procedure.			---Sustaining---		
2. Insure that each individual is aware of their personal responsibilities in support of the Guard's HR/EO Program. (Appendix B).			---Sustaining---		
3. Define HR/EO activities of each staff section and advise the commander and staff of matters having an impact on the HR/EO Program.			---Sustaining---		

PROPONENT: ITEMS 1,2: Commanders, HR/EO Staff, Primary Staff Officers.
ITEM 3: HR/EO Staffs.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: E: Minority and Female Officer Development	1			
OBJECTIVE: To insure that minority and female officers are given opportunities to develop to their maximum potential through assignments with increasing responsibilities and full participation in unit activities.					
BACKGROUND: With the increased participation of women and minorities in the officer corps one can reasonably expect to witness them being assigned to positions of command, primary staffs and others which are demanding and lead to maximum career development.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Monitor assignments of minority and female officers within the Guard to preclude discriminatory trends.		---	NLT 30 Sep---		
2. Encourage minority and female officers to participate in all Guard functions, both on and off duty.		---	NLT 30 Sep---		
3. Review local policies regarding utilization and standards which are peculiar to women and insure that they are in consonance with DA, NGB, and 1st Army directives.		---	NLT 30 Sep---		
4. Strive to identify minority and female personnel to fill key positions within the Guard and if better qualified, assign them to those positions.		---	NLT 30 Sep---		
5. Monitor accomplishment of above milestones of the WVARNG AAP and report finding of the above milestones to the HR/EO Officer annually, no later than 30 September.		---	NLT 30 Sep---		

PROPONENT: ITEM 1: Chief, P&A, HR/EO Section/Bn S 1's, Staff and HR/EO Council.
ITEMS 2,3,4: All Commanders, Staff Officers.
ITEM 5: All Commanders HHD, HR/EO Councils.

AFFIRMATIVE ACTION REQUIREMENT			PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: F: Minority and Female Officer Accessions		1			
OBJECTIVE: To increase minority and female participation in the WVARNG as commissioned and warrant officers.						
BACKGROUND: Minority/female representation in the WVARNG Officer/Warrant Officer ranks is below expected levels in a majority of units. Minority officers in the WVARNG, should reflect the demographic resources of the state; female officer representation should be comparable to the female enlisted ratio for those units authorized female membership.						
MILESTONES			TIMETABLE AND REPORTING SCHEDULE			
			FY 88	FY 89	FY 90	FY 91
1. Identify and encourage qualified minority group members to apply for OCS. Counsel and assist them in accomplishing actions designed to increase their competitiveness.			---Sustaining---			
2. Identify and motivate qualified personnel to apply for Warrant Officer appointments.			---Sustaining---			
3. Counsel all service members on their performance and how they could improve their promotion potential.			---Sustaining---			
4. Insure all members understand reasons for increasing the number of women in the Guard and are aware of DA and NGB policy governing the utilization and treatment of women.			---Sustaining---			
5. Insure that women are utilized according to their qualifications, occupational specialty and duty assignment.			---Sustaining---			
6. Monitor accomplishment of above annually no later than 30 September.			---Sustaining---			

PROPONENT: All Commanders, Primary Staff Officers.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: G: Career Development/Progression	1			
OBJECTIVE: To insure the professional development of minorities and women.					
BACKGROUND: Opportunities for promotions, educational advancement and recognition for a job well done are key motivations for a person's enthusiastic participation in a group or activity. To continue to attract and retain qualified minorities and women in the Guard we must insure that these motivations are provided to them.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Review personnel eligible for promotion and insure that minorities and female personnel are given equal consideration for promotion.			---Sustaining---		
2. Monitor representation in hard-skill MOS in which minorities and females may be under represented.			---Sustaining---		
3. Encourage minorities and females to reenlist in those hard-skill MOS's in which they are under represented.			---Sustaining---		
4. Insure that awards program gives appropriate recognition to all personnel.			---Sustaining---		
5. Monitor and report findings to State HR/EO Officer annually; no later than 30 September.			---Sustaining---		

PROPOSER: All Commanders, Primary Staff Officers.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: G: Career Development/Progression	2			
OBJECTIVE: To provide guidance to all commanders relative to evaluating individual support of the HR/EO Program.					
BACKGROUND: Evaluating personnel with regard to their performance in the HR/EO Program requires special direction because of its relative newness to the list of command responsibilities.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Insure rating personnel are familiar and comply with AR 623-105 and AR 600-200.			---Sustaining---		
2. Insure that the rating scheme for HR/EO staff personnel is in compliance with AR 623-105 and AR 600-200.			---Sustaining---		
3. Battalion or higher commanders should review OER/EER of all personnel assigned HR/EO additional duties in next subordinate unit.			---Sustaining---		
4. Monitor compliance with above milestones.		Upon Receipt of Report			

PROPONENT: ITEMS 1,2,3: Deputy Chief, Personnel and Administration, All Commanders.
ITEM 4: Deputy Chief, Personnel and Administration, HHD HR/EO Section.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: H: Compliance Monitoring	1			
OBJECTIVE: To insure effective implementation of the HR/EO Programs through a system of vigorous compliance monitoring procedures.					
BACKGROUND: In order to properly advise the Adjutant General of the effectiveness of the HR/EO Program a results oriented compliance monitoring system must be implemented at all command levels.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Advise the Adjutant General of trends, problems, actions taken, and actions necessary to relieve and/or improve problem areas.			---	Sustaining	---
2. Provide an inspector, as required, to participate in Command inspections and investigations.			---	As Required	---
3. Monitor IG and other inspection results for feedback on potential or existing problem areas and for compliance with HR/EO policy and regulations.			---	Sustaining	---
4. Develop a command checklist of essential elements for evaluating HR/EO program. Review and if required, revise semiannually (Appendix J).			30 May -	30 November	
5. Publish and disseminate to subordinate commands all new checklists, revisions and/or changes.			---	Upon Receipt	---
6. Conduct HR/EO Training when requested by units.			---	As Required	---
7. Conduct staff assistance visits as requested by subordinate units to monitor the effectiveness of HR/EO policies and programs.			---	As Required	---
8. Submit After Action Report to HR/EO Officer.			NLT	3 days after comp.	

PROPONENT: State HR/EO Staff.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: II Equal Opportunity	PARAGRAPH: H: Compliance Monitoring	2			
OBJECTIVE: To insure effective implementation of the HR/EO Programs through a system of vigorous compliance monitoring procedures.					
BACKGROUND: In order to properly advise the Adjutant General of the effectiveness of the HR/EO Program a results oriented compliance system must be implemented to all command levels.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
9. Conduct special compliance monitoring visits as directed when serious minority tension is present.		---As Required---			

PROPONENT: State HR/EO Staff.

AFFIRMATIVE ACTIONS PLAN

PART		WV STATE AREA COMMAND (STARC) RESPONSIBILITIES			
OBJECTIVE					
To ensure that all staff agencies with specific EO responsibilities are made aware of responsibilities in order to fully implement the WVARNG Equal Opportunity Program.					
SUBJECT AREA	PROPONENT	MILESTONE	TIMETABLE AND REPORTING		
			FY 88	FY 89	FY 90
EO Responsibilities					
1. Enlisted Matters	CSM	Advise the Cdr on equality of opportunity for all enlisted personnel within the WVARNG	-----	CONTINUOUS	-----
2. Personnel Matters	CDSPER	1. Coordinate EO matters with all other personnel programs and assure that all personnel management and administrative programs and services are conducted in conformance with command EO policies. 2. Coordinate semiannual Affirmative Actions Panel Meeting with Commander and staff. 3. Monitor minority racial statistical data on all WVARNG officers and enlisted personnel in hard core skills within the WVARNG. 4. Report command-wide indications of racial, sexual, non-compliance, or disharmony and recommend workable/obtainable solutions to the Adjutant General.	-----	CONTINUOUS	-----
3. Training Matters	DCST	Assist in development of Equal Opportunity training guidelines to meet the training needs of the command in compliance with AR 600-21 and supplements.	-----	CONTINUOUS	-----

AFFIRMATIVE ACTIONS PLAN

PART									
WV STATE AREA COMMAND (STARC) RESPONSIBILITIES									
OBJECTIVE									
To ensure that all staff agencies with specific EO responsibilities are made aware of responsibilities in order to fully implement the WVARNG Equal Opportunity Program.									
SUBJECT AREA	PROONENT	MILESTONE	TIMETABLE AND REPORTING						
4. Inspections/ Complaints	IG	<ol style="list-style-type: none"> 1. Inspects EO activities during an inspection and provides assistance in accordance with LA Pam 20-1 and AR 20-1 to individuals complaining of discrimination. 2. Develop complaint profile involving minorities and females by race and gender. Analyze the trends and determine the cause factors. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">FY 88.</td> <td style="width: 33%; text-align: center;">FY 89</td> <td style="width: 33%; text-align: center;">FY 90</td> </tr> <tr> <td style="text-align: center;">-----</td> <td style="text-align: center;">CONTINUOUS</td> <td style="text-align: center;">-----</td> </tr> </table>	FY 88.	FY 89	FY 90	-----	CONTINUOUS	-----
FY 88.	FY 89	FY 90							
-----	CONTINUOUS	-----							
5. Religious Activities	Chaplain	<ol style="list-style-type: none"> 1. Advise Commanders on all religious activities as they pertain to the Equal Opportunity. Provide guidance for ethnic-oriented services and major religious holidays, as needed. 2. Recruit and encourage minority females for positions and participate in activities within the religious community. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">-----</td> <td style="width: 33%; text-align: center;">CONTINUOUS</td> <td style="width: 33%; text-align: center;">-----</td> </tr> </table>	-----	CONTINUOUS	-----			
-----	CONTINUOUS	-----							
6. Legal Matters	SJA	Advise the Commander on all legal matters as they pertain to the Equal Opportunity Program within the WVARNG.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">-----</td> <td style="width: 33%; text-align: center;">CONTINUOUS</td> <td style="width: 33%; text-align: center;">-----</td> </tr> </table>	-----	CONTINUOUS	-----			
-----	CONTINUOUS	-----							
7. Medical Matters	Surgeon	Advise the Commander on special medical requirements of minorities and females.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">-----</td> <td style="width: 33%; text-align: center;">CONTINUOUS</td> <td style="width: 33%; text-align: center;">-----</td> </tr> </table>	-----	CONTINUOUS	-----			
-----	CONTINUOUS	-----							

AFFIRMATIVE ACTIONS PLAN

PART		WV STATE AREA COMMAND (STARC) RESPONSIBILITIES			
OBJECTIVE					
To ensure that all Staff Agencies with Specific EO responsibilities are made aware of responsibilities in order to fully implement the WVARNG Equal Opportunity Program.					
SUBJECT AREA	PROONENT	MILESTONE	TIMETABLE AND REPORTING		
			FY 88	FY 89	FY 90
8. Public Affairs	PAO	Ensure publication of information that will interest all WVARNG personnel, assist Public Affairs Officers in publishing activities/ accomplishments of CMDs. Maintain a liaison with selected minority and women's organizations within the WVARNG community and ensure adequate media coverage of related significant events.	-----	CONTINUOUS	-----
9. Information Systems	DCSIM	In accordance with the WVARNG EO Program (AAP) statistical needs, coordinate with the proponent staff office, develop an automated system to collect and analyze affirmative actions data.	-----	CONTINUOUS	-----

AFFIRMATIVE ACTIONS PLAN

PART		GOCOM/MAJOR COMMANDERS AND FUNCTIONAL MANAGER ACTIONS		TIMETABLE AND REPORTING	
SUBJECT AREA	PROONENT	MILESTONE	FY 88	FY 89	FY 90
<p>OBJECTIVE</p> <p>To provide continuity of effort in the WVARNG Affirmative Actons management, for Equal Opportunity implementation and to develop imaginative, workable affirmative actions to deal with selected problem areas as deemed necessary and appropriate.</p>					
A. Affirmative Actions Plans	Major Commands/ GOCOM CDR	Maintain a comprehensive AAP at every level of command down to Major Command and separate battalions, AAPs are required for units with commander in grades O-6 or higher. Major Commands are required to submit a copy of the command AAP to State HQ, ATTN: HR/EO Section.	4th Qtr	4th Qtr	4th Qtr
B. Affirmative Actions Panels	Major Commands/ GOCOM CDR	Group Commanders will establish an Affirmative Actions Panel consisting of those staff officers having affirmative action responsibilities as outlined in Chapter 4, AR 600-21, FORSCOM Suppl 1 to AR600-21 and 1A Memo 600-5. The purpose of the panel is to brief the Commanders on the EO status of the Command annually.	4th Qtr	4th Qtr	4th Qtr
C. Command	Major Commands/CDR	Format - See Appendix "M, N, O, and P". Develop a command profile to determine and identify the composition of the officers, warrant officers, enlisted and women. (See Appendix M, N, O, and P). Initiate corrective actions through recruitment, retention, professional development and counseling as necessary and appropriate.	4th Qtr	4th Qtr	4th Qtr

AFFIRMATIVE ACTIONS PLAN

PART		GOCOM/MAJOR COMMANDERS AND FUNCTIONAL MANAGER ACTIONS							
OBJECTIVE									
To provide continuity of effort in the WVARNG Affirmative Actions management, for Equal Opportunity implementation and to develop imaginative, workable affirmative actions to deal with selected problem areas as deemed necessary and appropriate.									
SUBJECT AREA	PROPOSER	MILESTONE	TIMETABLE AND REPORTING						
D. Data Portrayal and Reporting	Major Commands/ GODOM CDR	<p>For Command Affirmative Action milestones related to enlisted promotions, awards and decorations; USMAPS, OCS ROTC, WOC, direct appointments and key positions, the following information will be maintained:</p> <p>a. Numbers of White, Black, Hispanic, Asian, Amer Ind/ala Native, other/unknown, ethnic minority and women who are eligible for an action.</p> <p>b. Total number of all personnel eligible for related action to include considered and administratively qualified.</p> <p>c. Total number of all personnel who are actual recipients of the action.</p> <p>d. Numbers of White, Black, Hispanic, other ethnic minority and women who are actually recipients of the action.</p> <p>e. OCS, ROTC, WOC, USMAPS and direct appointments---monitor for significant imbalance between majority and minority, male, and female. Extend personal form of encouragement, if necessary.</p>	<table border="1"> <tr> <td>FY 88</td> <td>FY 89</td> <td>FY 90</td> </tr> <tr> <td>3d Qtr</td> <td>3d Qtr</td> <td>3d Qtr</td> </tr> </table>	FY 88	FY 89	FY 90	3d Qtr	3d Qtr	3d Qtr
FY 88	FY 89	FY 90							
3d Qtr	3d Qtr	3d Qtr							

AFFIRMATIVE ACTIONS PLAN

PART		GOCOM/MAJOR COMMANDERS AND FUNCTIONAL MANAGER ACTIONS			
OBJECTIVE					
To provide continuity of effort in the WVARNG Affirmative Actions Management for Equal Opportunity implementation and to develop imaginative, workable affirmative actions to deal with selected problem areas as deemed necessary and appropriate.					
SUBJECT AREA	PROPONENT	MILESTONE	TIMETABLE AND REPORTING		
			FY 88	FY 89	FY 90
E. Key Positions	Major Command/ GOCOM CDRs				
1. Unit Commander	Major Command/ GOCOM CDR	Develop and maintain data on the number of positions authorized and the number positions filled by White, Black, Hispanic, and other ethnic minorities and women. If significant imbalances can be identified, initiate corrective Affirmative Actions (Format Appendix "D").	4th Qtr	4th Qtr	4th Qtr
2. First Sergeant	Major Command/ GOCOM CDR	Develop and maintain data on the number of command sergeants major and first sergeant positions authorized and the number of positions filled by Whites, Blacks, Hispanics, other ethnic minorities and women. If significant imbalances are identified, institute corrective management affirmative actions as necessary.	4th Qtr	4th Qtr	4th Qtr
3. EO Staff Positions	Major Command/ GOCOM CDR	Develop and maintain by grade the number of positions authorized/number assigned by race, sex, and training status, and forward to HQ,	4th Qtr	4th Qtr	4th Qtr

AFFIRMATIVE ACTIONS PLAN

PART			
GOCOM/MAJOR COMMANDERS AND FUNCTIONAL MANAGER ACTIONS			
OBJECTIVE To provide continuity of effort in WVARNG affirmative actions management for Equal Opportunity implementation and to develop imaginative, workable affirmative actions to deal with selected problem areas as deemed necessary and appropriate.			
SUBJECT AREA	PROPOSER	MILESTONE	TIMETABLE AND REPORTING
			FY 88
EO Staff Positions Con't		<p>WVARNG ATTN: HR/EO Section for the following</p> <p>a. Equal Opportunity Staff Officer</p> <p>b. Equal Opportunity NCO</p>	<p>-----</p> <p>CONTINUOUS</p> <p>-----</p>
4. EO Staff Training	Major Command/ GOCOM	<p>Monitor allocations for quotas for subordinate EO staff training, to include forwarding a courtesy copy of processed FORSCOM Form 1058R to HQ, WVARNG, ATTN HR/EO Section for all students returning to RGC phases III and V.</p>	<p>-----</p> <p>4th Qtr con't as required</p>
F. Complaint Procedures	Major Command/ GOCOM	<p>1. Develop and publish a complaint policy that includes complaints of sexual harassment and procedures that ensure the chain of command is the primary problem solving device. (See FORSCOM Suppl 1 to AR 600-21, Page A-7)</p> <p>2. Ensure that the Equal Opportunity Staff is not used as an investigating agency (See AR 600-21 para 1-4g).</p>	

AFFIRMATIVE ACTIONS PLAN

PART		AFFIRMATIVE ACTIONS PLAN			
GOCOM/MAJOR COMMANDERS AND FUNCTIONAL MANAGER ACTIONS					
OBJECTIVE					
To provide continuity of effort in WVARNG affirmative actions management for Equal Opportunity implementation and to develop imaginative, workable affirmative actions to deal with selected problem areas as deemed necessary and appropriate.					
SUBJECT AREA	PROPONENT	MILESTONE	TIMETABLE AND REPORTING		
			FY 88	FY 89	FY 90
G. Enlisted Development	Major Command/ GOCOM CDR	1. The promotion selection rates (E5-E9) of Blacks, Hispanics, other ethnic minorities and women should be generally comparable to overall board selection rate for the TOTAL population considered. 2. Selection rates will seldom be exactly equal. Variances will be reviewed in terms of both trends and statistical significance. 3. Total population considered includes all soldiers who meet eligibility requirements. Maintain statistics of and identify personnel in need of high school completion programs by race and gender, and extend personal encouragement to enroll and complete. Establish minimum education and training requirements IAW AR 600-21 and FORSCOM Suppl 1 to AR 600-21.	----- CONTINUOUS -----	----- CONTINUOUS -----	----- CONTINUOUS -----
H. Educational Development	Major Command/ GOCOM CDR		-----	CONTINUOUS	-----
I. Equal Opportunity Training Program	Major Command/ GOCOM CDR		-----	2nd Qtr	Continuous

AFFIRMATIVE ACTIONS PLAN

PART GOCOM/MAJOR COMMANDERS AND FUNCTIONAL MANAGER ACTIONS												
OBJECTIVE To provide continuity of effort in WVARNG affirmative actions management for Equal Opportunity implementation and to develop imaginative, workable affirmative actions to deal with selected problem areas as deemed necessary and appropriate.												
SUBJECT AREA	PROponent	MILESTONE	TIMETABLE AND REPORTING									
<p>J. Sexual Harassment Education Program</p> <p>K. AGR Personnel Assessment</p>	<p>Major Command/ GOCOM CDR</p> <p>Major Command</p>	<p>Develop an active program to aid in the prevention and elimination of sexual harassment.</p> <p>Develop and maintain statistical data on the number of AGR positions authorized and filled by race, grade, and sex. When significant imbalances are identified, initiate corrective action.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">FY 88</td> <td style="width: 33%; text-align: center;">FY 89</td> <td style="width: 33%; text-align: center;">FY 90</td> </tr> <tr> <td style="text-align: center;">-----</td> <td style="text-align: center;">2nd Qtr</td> <td style="text-align: center;">Continuous ---</td> </tr> <tr> <td style="text-align: center;">Ea Qtr</td> <td style="text-align: center;">Ea Qtr</td> <td style="text-align: center;">Ea Qtr</td> </tr> </table>	FY 88	FY 89	FY 90	-----	2nd Qtr	Continuous ---	Ea Qtr	Ea Qtr	Ea Qtr
FY 88	FY 89	FY 90										
-----	2nd Qtr	Continuous ---										
Ea Qtr	Ea Qtr	Ea Qtr										

SECTION III HUMAN RELATIONS

1 MAY 1988

WVMR(ARMY) 600-21

A. General. During the past twenty years the military establishment has led other institutions in our society in helping to end discriminatory practices and in providing for equal treatment and opportunity to servicemen and women irrespective of their race, color, religion, sex, age, and national origin. Many of the policies and directives developed during that period were directed toward the process of desegregation and functional integration. Still, much remains to be done to eliminate all vestiges of minority discrimination and to insure full equality and treatment for all soldiers. Occasionally, relationships between members of different racial, ethnic, and sex groups become strained and tension and unrest sometimes results. Therefore, it is mandatory that military leaders recognize such situations. A better alternative, however, is to deter the development of such encounters. This may be accomplished by developing better interpersonal relations between members of different racial/ethnic/sex groups and by promoting greater understanding, awareness and harmony among all WVARNG personnel.

B. Format. The action items in this section are designed to provide greater minority awareness through a vigorous program of instruction and publicity. Again, as in Chapter 2, commanders are directed to pay close attention to the Milestones and Timetables provided.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: III Human Relations	PARAGRAPH: C: Education and Training	1			
OBJECTIVE: To develop a program of instruction sufficient to educate the command on all elements and concern of the WVARNG HR/EO Program.					
BACKGROUND: In order to effect a true climate of group harmony and equal opportunity throughout the WVARNG a program of instruction should be implemented to educate commanders, staff officers, and other members on all phases of the HR/EO Program.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Encourage all personnel assigned to STARC HHD, HR/EO section positions to attend EOMI (Equal Opportunity Management Institute).		---	As Required	---	---
2. Develop and conduct a program of instruction to provide interim training to newly assigned State HR/EO personnel.		---	As Required	---	---
3. Revise and review program of instruction to train: a. TAG's Staff b. Subordinate MACOM Commanders and Staff c. Subordinate MACOM HR/EO Staffs		---	2nd Q	---	---
4. Develop an HR/EO training program for individual units for use when requested by units. Revise annually.		---	1st Q	---	---

PROPOSER: ITEMS 1,2,3: State HR/EO Officer.
ITEM 4: State HR/EO Staff.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: III Human Relations	PARAGRAPH: C: Education and Training	2			
OBJECTIVE: To develop a program of instruction sufficient to educate the command on all elements and concerns of the WVARNG HR/EO Program.					
BACKGROUND: In order to effect a true climate of group harmony and equal opportunity throughout the WVARNG a program of instruction should be implemented to educate commanders, staff officers and other members on all phases of the HR/EO Program.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. When requested by unit schedule and conduct training for the following personnel: a. TAG's Staff. b. Subordinate MACOM Commanders and Staff. c. Subordinate HR/EO Staffs.			---As Required---		
2. Monitor development and conduct of individuals unit's training.			---Sustaining---		
3. To insure State and unit recruiting and retention personnel are aware of WVARNG HR/EO policies and principles.			---Sustaining---		

PROPONENT: ITEMS 1,2,3: State HR/EO Staff.

AFFIRMATIVE ACTION REQUIREMENT		PAGE NUMBER			
SECTION: III Human Relations	PARAGRAPH: D: Perception and Communications	1			
OBJECTIVE: To maximize awareness of HR/EO objectives, program activities and accomplishments throughout the WVARNG and the State community.					
BACKGROUND: In order to convey the degree of emphasis on and to obtain maximum results for the HR/EO Program, Commanders at all levels should insure that results of program activities are widely disseminated.					
MILESTONES		TIMETABLE AND REPORTING SCHEDULE			
		FY 88	FY 89	FY 90	FY 91
1. Inform newly assigned personnel of the Commander's HR/EO policy and the purpose and location of the State HR/EO Office.		During Entrance Briefing			
2. Cooperate with local media to foster optimum coverage of Guard activities.		---Sustaining---			
3. Invite local minority leaders to tour WVARNG facilities.		---Sustaining---			
4. Insure that minority oriented publications and merchandise are available (in accordance with demand) in dayrooms, libraries, PX, and other appropriate locations.		---Sustaining---			
5. Monitor recreation programs to achieve optimum representation of all minority group personnel.		---Sustaining---			

PROPONENT: ITEMS 1,2,3,4,5: All Commanders.

APPENDIX A

Complaint Procedures

1. A recent decision in the Office of the Secretary of Defense requires NGB to modify the process for handling military discrimination complaints. Department of Defense has removed itself from the appeals process. Department of Defense has returned to NGB for final action all complaints pending an appellate decision and will accept no further appeals. Affected complainants and their TAGs have been notified.

2. The procedure outlined in Enclosure 1 will be followed for future military discrimination complaints in the National Guard. The new procedures eliminate the administrative appeal of military discrimination cases and move the decision authority from Chief, NGB to the state level. The Adjutant General will make the final decision in determining whether there is or is not discrimination and take appropriate remedial steps if discrimination is found. The emphasis in the new process is to reinforce command responsibility in managing complaints, in rendering decisions, and in achieving timely and reasonable resolution of EO complaints. The procedures place NGB in a review role for all cases. NGR 600-23/ANGR 30-12 will be revised accordingly.

A complaint of discrimination must be filed not later than 180 days from the date of the alleged discrimination and should be filed with the respective commander at unit level.

3. Any individual believing himself/herself to be a victim of prohibited discrimination under the Federally Assisted Program, or the Army Equal Opportunity Program may file a discrimination complaint. The complaint must be in writing and must identify the kind, date and act of discrimination, the alleged discriminating official, and the requested corrective action.
4. The complaint should be filed with the respective commander at unit level. If the commander is the alleged discriminating official, the complaint should be filed at the next higher level of the chain of command. Although an individual may initially submit a complaint at any level to include the Adjutant General or the National Guard Bureau, such complaints will normally be referred back to the lowest command level for initial inquiry and attempts at resolution.
5. The commander will cause a fact finding inquiry to be conducted and will attempt to resolve the complaint. If unresolved at unit level, the complaint will proceed through the chain of command. Each successive commander will document the specific actions taken to review the facts and attempts to resolve the issues.
6. If the case proceeds through the chain of command unresolved to the Adjutant General, the Adjutant General will review the chain of command inquiry and will direct a formal investigation to be conducted. The Report of Investigation must be in the format specified by the National Guard Bureau and must contain a thorough documentation of relevant testimony, exhibits, facts, and analysis of the issues. The investigation will result in a

recommended finding of whether or not discrimination occurred and recommended corrective action. In the conduct of the investigation the Adjutant General may use his own resources or may request the services of a National Guard Bureau investigator.

7. Using the Report of Investigation and his own appraisal of the case, the Adjutant General will meet with the complainant to resolve the complaint. He will then issue the Final Decision in the case and take appropriate remedial steps if discrimination is found. Format for the Final Decision letter is at Enclosure 2.

8. After the Final Decision has been issued, a copy of the case file will be forwarded to the National Guard Bureau. An Administrative Review of each case will be conducted by the National Guard Bureau to insure compliance with applicable law or regulation. The review will be conducted by NGB-HR and coordinated with NGB-JA and their respective Army or Air Directorates. The case file will include a copy of the original complaint, the chain of command inquiry report, Report of Investigation, Final Decision letter, report of resolution achieved, remedial action taken, and any other action taken in disposition of the complaints. Such a review will be a procedural requirement for all cases, whether or not requested by the complainant.

Complainant

A written complaint of discrimination may be filed not later than 180 days from the date of the alleged discrimination either with the commander of the National Guard unit having jurisdiction over the personnel or facility where the act of discrimination is alleged to have occurred or direct to the Chief, National Guard Bureau, or with both.

Unit Commander

Attach comments and explain what action was taken to resolve the matter. Forward through military channels to the Adjutant General or comparable State official.

Chief, National Guard Bureau

Written complaints received directly from complainant may be referred to the State for comments and explanations.

Successive Commanders

Attach comments and explain what action taken to resolve the matter at each level.

Investigation

An authorized representative of the Chief, National Guard Bureau will conduct a prompt investigation to include, where appropriate, a review of pertinent practices and policies of the State Military Department, the circumstances under which the alleged act of discrimination occurred and other factors relevant to a determination of whether the State had failed to comply with appropriate regulations or has failed to act in good faith. The investigating officer will render a written report, to include findings and recommendations directly to the Chief, National Guard Bureau.

State Adjutant General

Take appropriate action to resolve the complaint. If the complaint is or has been resolved in the State to the satisfaction of the complainant, no further action is required. In the event the complaint cannot be resolved to the satisfaction of the complainant at the State level, the complaint, together with all comments will be forwarded to the Chief, National Guard Bureau.

Action After Investigation

If an investigation indicates discrimination in violation of regulations, the Chief, National Guard Bureau will so advise the State and the matter resolved by informal means whenever possible or by action in accordance with DOD Directive 5500.11. If the facts disclosed by an investigation do not warrant further action the Chief, National Guard Bureau will so inform the State and the complainant, if any, in writing.

Complaint Flow
Requests for Comments and
explanations

A copy of this notice will be permanently posted on the unit Bulletin Board.

Complainant

A written complaint of discrimination may be filed not later than 180 days from the date of the alleged discrimination either with the commander of the National Guard unit having jurisdiction over the personnel or facility where the act of discrimination is alleged to have occurred or direct to the Chief, National Guard Bureau, or with both.

Unit Commander

Attach comments and explain what action was taken to resolve the matter. Forward through military channels to the Adjutant General or comparable State official.

Chief, National Guard Bureau

Written complaints received directly from complainant may be referred to the State for comments and explanations.

Successive Commanders

Attach comments and explain what action taken to resolve the matter at each level.

Investigation

An authorized representative of the Chief, National Guard Bureau will conduct a prompt investigation to include, where appropriate, a review of pertinent practices and policies of the State Military Department, the circumstances under which the alleged act of discrimination occurred, and other factors relevant to a determination of whether the State has failed to comply with appropriate regulations or has failed to act in good faith. The investigating officer will render a written report to include findings and recommendations directly to the Chief, National Guard Bureau.

State Adjutant General

Take appropriate action to resolve the complaint. If the complaint is or has been resolved in the State to the satisfaction of the complainant, no further action is required. In the event the complaint cannot be resolved to the satisfaction of the complainant at the State level, the complaint, together with all comments, will be forwarded to the Chief, National Guard Bureau.

Action After Investigation

If an investigation indicates discrimination in violation of regulations, the Chief, National Guard Bureau will so advise the State and the matter resolved by informal means whenever possible or by action in accordance with DOD Directive 5500.11. If the facts disclosed by an investigation do not warrant further action, the Chief, National Guard Bureau will so inform the State and the complainant, if any, in writing.

KEY

Complaint flow _____

Requests for Comments and explanations _____

A copy of this notice will be permanently posted on the unit bulletin board.

Command Complaint Procedures

1. Commanders should guard against developing Human Relations/Equal Opportunity Organizations that are complaint oriented. Commanders who receive complaints should attempt to resolve them through informal inquiry. Individuals must be encouraged to make maximum use of command channels for redress of grievances. All commanders must be familiar with complaint procedures and insure that each member of his/her command is made fully aware of the steps to follow concerning complaints. After a complaint has been received, the commander should periodically advise the complainant of progress achieved in resolving his/her complaint.

2. Complaint Do's and Do Not's:

a. Do take each complaint seriously, whatever your initial reaction may be. It is serious to the complainant or it would not have been mentioned.

b. Do not argue with or belittle the complainant - you do not know the validity of the complaint until you have checked it out.

c. Do keep a record of the complaints you hear, so you can notice trends and special problem areas.

d. Do not merely accept the complaint and then forget it - the complainant is not going to forget it.

e. Do investigate each complaint or problem area thoroughly.

f. Do not merely pass on your findings to the proper authority and forget about it. Keep track of what is being done and keep pressing for action. The complainant has a right to expect this of you.

g. Do keep the complainant informed of what you are doing. Keep him/her informed of your progress. If your findings prove the complaint to be invalid, you should immediately explain the reason for invalidity to the complainant in an effort to clarify any possible misunderstandings. If the complaint is valid, the soldier must be informed of the actions taken to resolve the complaint. An uninformed soldier may feel that the command is not concerned.

APPENDIX B

Individual Support of HR/EO Programs

1. The National Guard has recognized the need for a formal Human Relations/Equal Opportunity Program, but progress toward establishing HR/EO Programs as a routine element of Guard life continues to be hindered by lack of program awareness and support among individuals. Commanders must insure that every assigned individual is aware of the following as a minimum:

a. Commander's HR/EO policy and personal support and enforcement thereof.

b. What is expected of him/her individually and professionally in support of the program.

c. The objectives and principles of the program as outlined in this plan, NGR 600-21, and the Army National Guard Affirmative Actions Plan.

d. The importance of open communications on achievements, problems, enlisted personnel complaints, and perceptions is creating unity of purpose and spirit within the command.

2. AR's 600-200 and 623-105 have specific requirements for indicating the individual's effectiveness in the implementation and fulfillment of responsibilities concerning the Human Relations/Equal Opportunity Program. The following questions should be considered by commanders in the development of local standards for obtaining objective evaluations on reports:

a. Does the individual actively participate in command efforts to create an environment of minority harmony and equal opportunity?

b. Does the individual accept the program as an integral part of the chain of command?

c. Is the individual aware of and does he/she adhere to the principles of the program?

d. Does the individual promote behavior conducive to an equal opportunity environment?

e. Does the individual understand and accept the concept of "affirmative action", and does he/she take self-initiated actions in support of the command's Affirmative Action Plan?

f. Does the individual set valid standards of performance and behavior for all subordinates?

APPENDIX C

Equal Opportunity for WVARNG Females

In addition to the guidance on opportunities for females contained throughout this plan, commanders must demonstrate their interest in the support of improved utilization of females.

Particular attention should be paid to:

a. Insuring the subordinate commanders and staff understand the reasons for increasing the number of females in the Guard; that they are fully aware of DA and NGB policies governing the utilization and training of females; and that they are actively pursuing ways to assimilate more females into their work force.

b. Insuring that all pertinent plans and programs are sensitive to the implications as female soldiers increase in strength.

c. Assuring that qualified enlisted females are considered for supervisory positions along with their male counterparts.

d. Assigning female officers to jobs related to their detail branch and MOS and not diverting them to positions believed to be more suitable for females.

e. Providing training on the role of females in the WVARNG, their aspirations, utilization and training to dispel myths and misconceptions which lead to a reluctance to accept females as full partners in national defense.

APPENDIX D

Minority Recruitment and Retention

1. Every individual associated with this command is encouraged to suggest new approaches to the problem of recruiting more minority officers and enlisted personnel. Commanders will take affirmative actions to assure that all minority enlisted personnel applying for NCO Academics, State OCS, and other officer procurement programs are provided an equal opportunity for selection.
2. The key to successful retention of minority personnel (officers and enlisted) is early identification of individuals who should be made aware of all the requirements they must meet to be retained. Early counseling is an absolute necessity and is the inherent responsibility of platoon sergeants, platoon leaders, first sergeants, commanders, and other personnel in supervisory positions.
3. Goals as well as organizational plan of action must be developed. After being advised of the criteria for retention and the best course of action has been established, members must be assured that they will be given every possible opportunity to accomplish those goals.
4. All soldiers must be made aware of all schools and correspondence that will help with advancement. Awards, accommodations, letters, and ribbons should be awarded at appropriate times.
5. Each soldier must be made to feel wanted and needed. They should be encouraged and made to understand that their work is important and appreciated.

APPENDIX E
REQUIRED REPORTS

REPORT TITLE (ITEM #)	PREPARER	SUBMITTED TO	FREQUENCY
1) HR/EO Policy Statement	1. All Commanders	1. Deliver to command or section; Post on bulletin board; submit copy to State HR/EO Office.	1. NLT 30 days after assuming command or duty, and or annually.
2) Semi-Annual minutes Council meetings	2. Council Major organization	2. TAG Dept. HR/EO Officer	2. Semi-annually (October and April)
3) Appointments of HR/EO Council (Chap. 4, NGR 600-21)	3. Major Commanders	3. State HR/EO Officer	3. NLT 30 days following change of Council personnel and/or annually.
4) Appointments of Equal Opportunity Representative	4. Major Commanders	4. State HR/EO Officer	4. As needed (NLT 30 days following change of EOP personnel.
5) Nondiscrimination briefing in Federally Assisted Programs	5. Unit Commanders	5. State HR/EO Officer	5. Semi-annually (July and January)

APPENDIX E

REQUIRED BULLETIN BOARD POSTINGS

1. AG Statement
2. Major Command Statement
3. Unit Command Statement
4. Complaint Procedures
5. Nondiscrimination in Federally Assisted Programs
(APPENDIX G-2)
6. Flow Chart

WVAR-PA-HR/EO

HR/EO Complaint Report (SAMPLE FORMAT)

THRU: Appropriate Chain
of Command

TO: TAG
ATTN: WVAR-PA-HR/EO
1703 Coonskin Drive
Charleston, WV 25311

In accordance with Section II, Paragraph D, Page 1-1, #4, WVMR(ARMY) 600-21 and WVMR(ARMY) 600-23, the following information is submitted:

a. Type of Complaint: Indicate if complaint is based on race, color, religion, sex, age, or national origin. State the area of concern (i.e. promotion, assignment, awards, chain of command, personal treatment, etc.). Add a brief synopsis of the complaint identifying personnel involved and other data specified in WVMR(ARMY) 600-21.

b. Finding: Justified, unjustified, incomplete.

c. Disposition of Complaint: Commander resolved complaint, action terminated due to insufficient supportive data; case referred to IG, Chaplain, or other appropriate Staff element.

d. Actions taken: Offending person reprimanded; procedures revised; action reversed, complainant counselled as to action taken.

e. Point of Contact: Individual investigating complaint for commander and telephone number.

Signature Block

1 MAY 1988

STATE OF WEST VIRGINIA
ADJUTANT GENERAL DEPARTMENT
CHARLESTON, WV 25305

SUBJECT: Final Decision in the Military Complaint of Discrimination
filed by _____, Case No. _____

(To Complainant)

1. The investigation has been completed on your military complaint of discrimination based on _____, filed under (Title VI of the Civil Rights Act of 1964, NGR 600-21, or ANGR 30-2 as appropriate). A copy of the Report of Investigation was provided to you on _____, and a meeting was held with you on _____ to discuss resolution.

2. After a thorough review of the record, including the Report of Investigation and the resolution meeting, it is the decision of the _____ National Guard (to) (not to) adopt the investigator's recommended finding of _____. This decision is based on the conclusion that you have (proven) (failed to prove), by a preponderance of the evidence, that the reasons for your (complaints of action) were influenced by (type) discrimination.

(SELECT PARAGRAPH 3 AS APPROPRIATE - USE ONLY ONE)

3. The _____ National Guard will take the following remedial actions to resolve your complaint.

- a.
- b.
- c.

3. Since discrimination was not found, the _____ National Guard considers no further action necessary at this time to resolve your complaint.

3. Although discrimination was not found, the _____ National Guard intends to make the following management improvements as a result of information brought out in the investigation.

- a.
- b.
- c.

4. A copy of your complaint file will be sent to the National Guard Bureau for administrative review.

1 MAY 1988

5. If you have any questions on your case you may contact
_____, State Equal Opportunity Manager
or _____, National Guard Bureau,
Office of Human Resources, AUTOVON 289-1043.

A G Signature

APPENDIX G

(Unit Heading)

(Date)

SUBJECT: Nondiscrimination in Federally Assisted Programs

The Adjutant General
State of West Virginia
ATTN: WVAR-PA-HR/EO
1703 Coonskin Drive
Charleston, WV 25311

1. References:

Checked _____ a. WVMR (ARMY) 600-23, dated _____.
_____ b. NGR 600-23, dated _____.

2. In compliance with above references, all personnel (both military and civilian) of this command/activity were advised of the contents of these regulations on _____.
(Date)

3. I (have) (have not) received any informal complaints of discrimination since the date of my last report. (If affirmative, attach explanation and state action taken or to be taken).

(Commander/Supervisor)

Sample Report (ARNG Units)

NOTE: Submit to AGD-WV in one copy only NLT 1 August and 1 February each year.

N O T I C E

NONDISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS

This is to inform members, potential members, beneficiaries, and the general public that the West Virginia National Guard operates on a nondiscriminatory basis in compliance with Title VI of the Civil Rights Act of 1964 and Department of Defense Directive Number 1100.15, dated 3 June 1976.

Any person may file a written complaint with the Adjutant General of West Virginia or the Chief, National Guard Bureau, or both, if there is a belief that discrimination is being practiced on the basis of Race, Color, Religion, Sex, Age, or National Origin within any West Virginia National Guard Program that is subject to the provisions of these two documents listed above.

A copy of NGR 600-23/ANGR 30-12 and of WVMR (Air) 30-1 is located in the publication file, room _____, building _____, for your review and information.

A copy of this notice will be permanently posted on the unit bulletin board.

MINORITY GOALS BASED ON DEMOGRAPHIC DISTRIBUTION PER 1980 CENSUS

UNIT	STATION/AREA	AUTHORIZED STRENGTH	AREA MINORITY PERCENTAGE	MINORITY GOAL	CURRENT NUMBER	STATUS OVER/UNDER
STARC, WVARNG	Charleston/State	177	4.5	11		
DET 1, Mil. Acad.	Kingwood	18	4.5	1		
DET 3, ATS	Kingwood	28	4.5	1		
	STARC Minority Goals:			13		
DET 2, Troop Command	Charleston	29	4.5	1		
146th Med Det	Parkersburg/Wood-Wirt	53	1.2	1		
152nd MP Center	Moundsville/Marshall	56	1.9	1		
153rd PA Det	Charleston/State	13	4.5	1		
157th MP Co.	Martinsburg/Berkeley-Jefferson	116	7.1	8		
249th Army Band	Fairmont	43	4.5	2		
254th Trans Co.	Huntington	159	7.7	12		
3664th Maint Co.	Pt. Pleasant/Mason-Jackson	253	1.0	3		
Co E, 104th AV	Wheeling	142	1.9	3		
	Troop Command Minority Goals:			32		
HHC, 111th Engr Co.	St. Albans/Kanawha-Putnam	109	6.3	7		
119th Engr Co.	Clarksburg/Harrison-Barbour	135	2.7	4		
Det 1, 119th Engr Co	Buckhannon/Upshur-Barbour	96	1.6	2		
193rd Engr Co.	Oak Hill/Fayette	66	8.7	6		
229th Engr Det	Kingwood/Preston	34	1.1	1		
	111th Engr Group Minority Goals:			20		

1 MAY 1988

APPENDIX H

UNIT	STATION/AREA	AUTHORIZED STRENGTH	AREA MINORITY PERCENTAGE	MINORITY GOAL	CURRENT STATUS NUMBER	OVER/UNDER
HHC, 1092d Engr Bn	Parkersburg/Wood-Mirt	174	1.2	2		
Co A, 1092d Engr Bn	Gassaway/Braxton	137	1.3	2		
Co B (-), 1092 Engr Bn	Meston/Lewis	61	1.3	1		
Det 1, Co B, 1092d Engr Bn	Spencer/Roane	76	1.7	1		
Co C (-), 1092d Engr Bn	Salem/Harrison-Doddridge	61	2.7	2		
Det 1, Co C, 1092d Engr Bn	Moundsville/Marshall	76	1.9	1		
Co D (-), 1092d Engr Bn	St. Albans/Kanawha-Putnam	61	6.3	4		
Det 1, Co D, 1092d Engr Bn	Richwood/Nicholas-Webster	76	0.7	1		
Minority Goals for 1092d Engr Bn: 14						
HHT (-), 150th AC	Bluefield/Mercer	121	8.0	10		
Det 1, HHT	Princeton/Mercer	89	8.0	7		
Trp A (-), 150th AC	Monaville/Logan-Boone	74	4.3	3		
Det 1, Trp A, 150th AC	Melch/McDowell-Myoming	60	10.2	6		
Trp B, 150th AC	Dunbar/Kanawha-Putnam	134	6.3	8		
Trp C, 150th AC	Beckley/Raleigh	134	9.2	12		
Co D, 150th AC	Williamson/Mingo	79	3.9	3		
How Btry(-), 150th AC	Hinton/Summers	77	9.1	7		
Det 1, How Btry, 150th AC	Ronceverte/Greenbrier	70	5.0	4		
S & T Trp (-) 107th AC	Alloy/Fayette-Clay	92	7.4	7		
Det 1, S & T Trp, 107th AC	Beckley/Raleigh	75	9.2	7		
Minority Goals for 150th AC: 74						

u.

STATION/AREA	POPULATED LENGTH	AREA MINORITY PERCENTAGE	MINORITY GOAL	CURRENT NUMBER	STATE OVER
HQB/ 1/201st FA	112	4.7	5		
Btry A, 1/201st FA	96	2.0	2		
Btry B, 1/201st FA	96	4.4	4		
Btry C, 1/201st FA	96	3.6	3		
Svc Btry, 1/201st FA	73	1.1	1		
Minority Goals for 1/201st FA: 15					
HHD, 2/19th SFGp	50	7.7	4		
Co B, 2/19th SFGp	73	7.7	6		
Co C, 2/19th SFGp	73	1.1	1		
Minority Goals for 2/19 SFGp: 11					
229th Engr Det	34	1.1	1		

TOTAL STATE GOAL: 179

As of 29 December 1987

FEMALE GOALS FOR UNITS AUTHORIZED FEMALE PERSONNEL

UNIT	STATION/AREA	AUTHORIZED STRENGTH	FY 88	FY 89	FY 90	FY 91	FY 92	CURRENT NO.	STATUS OVER/UNDE
STARC, WVARNG	Charleston/State	177	35	36	37	38	40		
WVMA (Det 1, STARC)	Kingwood/Preston	18	3	4	4	4	4		
ATS (Det 3, STARC)	Kingwood/Preston	28	4	5	5	5	5		
Trp Cmd (Det 3, STARC)	Charleston/State	29	4	5	6	7	9		
152d MP Ctr	Moundsville/Marshall	56	8	9	9	10	10		
153d PA DET	Charleston/State	13	2	3	3	3	3		
249th Army Band	Fairmont/Marion	43	4	6	8	10	10		
146th Med Det (Hel Amb)	Parkersburg/Wood-Wirt	53	7	8	8	8	8		
157th MP Co	Martinsburg/Berkeley/Jefferson	116	12	14	16	16	19		
254th Trans Co	Huntington/Cabell-Wayne	159	16	19	22	25	25		
3664th Maint Co	Pt Pleasant/Mason-Jackson	253	25	30	35	40	40		
229th Engr Det	Kingwood/Preston	34	5	6	6	6	6		
HHC, 111th Engr Co	St Albans/Kanawha-Putnam	109	9	11	13	15	15		
193rd Engr	Oak Hill/Fayette	66	6	8	10	12	12		
State Female Goals:		1,154	140	164	182	199	206		

APPENDIX J

Compliance Visit/Commander's Checklist

- | Y. | NO | |
|-------|-------|--|
| _____ | _____ | 1. Does the Commander know he/she is the HR/EO Officer? |
| _____ | _____ | 2. Is there evidence of Command support? |
| _____ | _____ | 3. Are basic HR/EO references on hand? |
| _____ | _____ | a. AR 600-21 |
| _____ | _____ | b. NGR 600-21 |
| _____ | _____ | c. NGR 600-23 |
| _____ | _____ | d. WVMR(ARMY) 600-21 |
| _____ | _____ | e. WVMR(ARMY) 600-23 |
| _____ | _____ | 4. Is the Commander knowledgeable of the HR/EO Program? |
| _____ | _____ | 5. Has the Commander published an annual Policy Statement? |
| _____ | _____ | (Section II-D-1, #1 WVMR(ARMY) 600-21). |
| _____ | _____ | a. Is the statement posted on the Unit Bulletin Board? |
| _____ | _____ | b. Has a copy of the policy statement been forwarded to |
| _____ | _____ | the State HR/EO Office? |
| _____ | _____ | c. Is the Commander's Policy Statement known and under- |
| _____ | _____ | stood throughout the Command? |
| _____ | _____ | d. Is the Adjutant General's Policy Statement posted on |
| _____ | _____ | the Unit Bulletin Board? |
| _____ | _____ | 6. Have the HR/EO Officer and Council Members been appointed? |
| _____ | _____ | (Section II-C, WVMR(ARMY) 600-21) |
| _____ | _____ | a. Have appointments been properly documented and filed? |
| _____ | _____ | b. Have copies of the appointment documentation been for- |
| _____ | _____ | warded to the State HR/EO Office? |
| _____ | _____ | c. Does the HR/EO Council meet semi-annually? (Chap 4, |
| _____ | _____ | NGR 600-21). |
| _____ | _____ | d. Are minutes of Council meetings on file? |
| _____ | _____ | e. Has a copy of minutes of Council meetings been for- |
| _____ | _____ | warded to the State HR/EO Section? |
| _____ | _____ | 7. Have a minimum of 2 Equal Opportunity Representatives (EOR) |
| _____ | _____ | been appointed by the Unit/Detachment Commanders? |
| _____ | _____ | (Section II-C-1, WVMR(ARMY) 600-21). |
| _____ | _____ | a. Are copies of the EOR appointment documentation on file? |
| _____ | _____ | b. Have copies of the EOR appointments been forwarded to |
| _____ | _____ | the State HR/EO Section? |
| _____ | _____ | c. Does the Commander utilize the EOR properly? |
| _____ | _____ | (Chapter 3 and Appendix C, NGR 600-23). |

YES NO

- 8. Are the semi-annual briefings on "Nondiscrimination in Federally Assisted Programs" conducted in accordance with WVMR 600-23 (Section II-D-1, #5, WVMR(ARMY) 600-21).
 - a. Are reports documenting the training on file? (Appendix G, WVMR(ARMY) 600-23).
 - b. Has a copy of each report been forwarded to the State HR/EO Section?
 - c. Do Command personnel seem to be knowledgeable of the Military Complaint Procedure and their rights/obligations under Title VI of the Civil Rights Act of 1964?
 - d. Is a copy of the Complaint Procedure posted on the Unit Bulletin Board? (Appendix A, WVMR(ARMY) 600-21).
 - e. Is a copy of the NOTICE for the general public titled "Nondiscrimination in Federally Assisted Programs" posted on the Unit Bulletin Board? (Appendix G, WVMR(ARMY) 600-21).

- 9. Does the Commander give prompt attention to complaints of discrimination? (Section II-D-2, WVMR(ARMY) 600-21 and WVMR(ARMY) 600-23).
 - a. Are copies of formal complaints of discrimination on file?
 - b. Have copies of the reports been forwarded to the State HR/EO Office?

- 10. Is there evidence of discrimination in any personnel action including appointment, enlistment, assignment, advancement, professional improvement, promotion, retention, awards/recognition, punishment, and military justice?

- 11. Are there plans to identify and encourage minority group members with potential for retraining in hard skill MOS's? (Section II-F-1 and Section II-G-1, WVMR(ARMY) 600-21).

- 12. Is there equitable utilization of females in all aspects of Command activities where authorized by regulations?

- 13. Does the Commander understand the established goals for his/her unit? (Appendix H and Appendix I WVMR(ARMY)600-21).
 - a. Does the Commander know what percentage of the established minority goals his/her unit has attained?
 - b. Do other members of the Unit Chain of Command know what the minority goals of the unit are?

*Group, Battalion, Squadron Command

Selection of Equal Opportunity Representative (EOR)

1. In order to enhance the Equal Opportunity Representative Program, additional guidelines have been established. Commanders will use this checklist prior to selecting the unit EO representative.

2. Name of Representative _____ Grade _____
SSN _____ Sex _____ Race _____
Unit _____

YES NO

- a. Does the soldier truly want to perform the duties of a EOR?
- b. Does the soldier have a high school diploma or GED?
- c. Is the soldier in grade E5 or higher?
- d. Does the soldier maintain a good military appearance?
- e. Does the soldier have a GT score of 100 or better?
- f. Does the soldier remain in the WVARNG for 3 years or more?
- g. Does the soldier have a recent or extensive AWOL history?
- h. Has the soldier been interviewed by the unit first sergeant and commander in his/her chain of command?
- i. Is the soldier a highly respected member of the unit; do other members respect his/her opinions and decisions?
- j. Can the soldier prepare for and conduct training in specialized subjects such as leadership and human relations; will unit members be able to relate to such instruction from this individual?
- k. Is the soldier scheduled for other training during the class dates?

(continued next page)

NOTE: Commanders should avoid a tendency to select this individual based on race, color, religion, sex, national origin or age. This is a most important assignment and all factors listed above must be considered in the final selection.

(Unit Commander)

(Rank/Branch)

APPENDIX L

EQUAL OPPORTUNITY/HUMAN RELATIONS EDUCATION SUMMARY

1. UNIT _____ STATE _____ COMMAND _____ FY ENDING _____

2. RACIAL INCIDENTS: Minor _____ Serious _____ Major _____ Total _____

3. EQUAL OPPORTUNITY COMPLAINTS: (Written and verbal)

Total _____ Complaints Satisfied _____ Discrimination Confirmed _____

Complaint Area	Race/Ethnic Color	Sex	National Origin	Religion	Age
	Total/Conf	Tot/Conf	Tot/Conf	Tot/Conf	Tot/Conf
Commander	_____	_____	_____	_____	_____
Supervisor	_____	_____	_____	_____	_____
ANG Policy	_____	_____	_____	_____	_____
Individual Action	_____	_____	_____	_____	_____
Other (Specify)	_____	_____	_____	_____	_____
Total	_____	_____	_____	_____	_____

Number of Sexual Harassment Cases _____ Cases Confirmed _____

4. ACTIONS TAKEN WHEN DISCRIMINATION CONFIRMED:

Verbal Reprimand _____ Written Reprimand _____ WCMJ Article 1E Section 16 _____

Removal from COMD/SUPV Position _____ Other (Specify in Remarks) _____

5. SOCIAL ACTIONS PERSONNEL:

Officer: Authorized _____ Assigned _____ AFSC Qualified _____

Enlisted: Authorized _____ Assigned _____ AFSC Qualified _____

6. HUMAN RELATIONS EDUCATION:

Total Unit Population E-4 and Above _____

Total Number Receiving HRE This Reporting Period _____

Enlisted: E-4-5-6 _____ E-7-8-9 _____

Officer: O-1-2-3 _____ O-4 and Above _____

1 MAY 1988

APPENDIX L

WVMR (ARMY) 600-21

7. UNIT POPULATION:

	MALE		FEMALE		
	<u>Black</u>	<u>Other</u>	<u>Caucasian</u>	<u>Black</u>	<u>Other</u>
Officer	_____	_____	_____	_____	_____
Enlisted	_____	_____	_____	_____	_____
Total Unit Population: Officers	_____		Enlisted _____		
Percent of Officer Population which are:	Minorities _____		Women _____		
Percent of Enlisted Population which are:	Minorities _____		Women _____		

8. REMARKS

Date: _____

_____ Type name of Wg/Gp Social Actions Ofc.

_____ Signature