



DEPARTMENT OF THE ARMY

REPLY TO
ATTENTION OF

04 October 2021

MEMORANDUM FOR RECORD

SUBJECT: [REDACTED] Equal Opportunity and Command Climate Action Plan (CCAP)

1. Equal and fair treatment of every Soldier, Civilian, and their Family members that are assigned or attached to this command is an absolute priority. The enclosed Command Climate Action Plan (CCAP) endorses the philosophy of the Army's Military Equal Opportunity (MEO) program. The intent of this plan is to identify and eliminate practices that deny equal opportunity to Soldiers, Civilians, and their Families.
2. This CCAP supports that all Soldiers, Civilians, and their Families are afforded fair and equitable treatment regardless of race, color, sex (including gender identity and pregnancy), religion, national origin, or sexual orientation. Effective equal opportunity depends on a positive command climate at every level.
3. This CCAP is only a tool. Its effectiveness is 100% dependent upon its implementation by leaders. The accomplishment of the equal opportunity objectives will contribute to cohesion, readiness, lethality, and mission accomplishment.
4. The enclosed CCAP is effective upon receipt. The results of this command climate assessment were briefed to the organization and next higher command/supervisor within 30 calendar days after completion of the assessment.
5. Goal revision will occur routinely following periodic assessments of each action step and will be different for each organization. Commanders and Directors have the responsibility to manage goal revisions along with their staffs.
6. Commander's Action Plan in direct support of this Equal Opportunity Action Plan:
 - a. On 10 September, during FRD, the company conducted a review of the command climate survey and addressed the issues raised along with the company's zero tolerance policy on SHARP and EO.
 - b. On 16 September, I had a lunch with the E1-E4 population of the Motorpool to discuss the climate, plans of action, and the schedule moving forward to provide insight and predictability.
 - c. On 28 September, the Company's signed Policy Letters were resent and ordered to be disseminated and hung prominently in work areas to ensure Soldiers are aware of their rights and the resources available to them.
 - d. Company SHARP training is planned for the week of 12 October 2021.

7. The point of contact for this action plan is the [REDACTED] by
Equal Opportunity Professional at [REDACTED]
[REDACTED]

Encl [REDACTED]

CPT, [REDACTED]
Commanding

Equal Opportunity Action Plan

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AREAS OF EMPHASIS

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INTRODUCTION

PURPOSE. This Action Plan sets forth goals and objectives in support of organizational climate assessment completed on 31 August 2021. It is my intent to create and sustain

a healthy command climates that affords each Service member and Civilian employee the right to serve, advance, and be evaluated based on only merit, performance, and potential in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity and pregnancy), or sexual orientation.

- a. To define the Command Climate Action Plan (CCAP) and to publicize my commitment to its enforcement.
- b. Implement DoD, DA, Forces Command (FORSCOM), III, and [REDACTED] Division requirements within the organization.
- c. Enhance readiness by enforcing equal opportunity policies, subjects, proponents, objectives, actions, and goals that promote and maintain a favorable MEO climate.

1. COMMITMENT.

All commanders and directors will actively support and enforce the Army's Military Equal Opportunity (MEO) Program. As a management tool, this document will facilitate efforts to identify and rectify any inequalities. Commanders and directors will use the parameters outlined in this document to monitor trends, assess climates, and establish policy to promote a positive working environment. This document is intended to guide the command towards the goal of establishing a comprehensive equal opportunity environment within the organization.

2. GENERAL.

The Command Climate Action Plan (CCAP) provides clarity, direction, and guidance to the command. The CCAP also helps the commander evaluate the progress and effectiveness of their respective unit level MEO programs. Additionally, the CCAP identifies discriminatory practices and treatment, as well as provide the command with the framework to develop a course of action when such actions occur.

3. OBJECTIVES.

- a. The objective of the CCAP is to identify and establish goals, responsibilities, and policies that support the Army MEO Program.
- b. The CCAP is to be used as a tool in the assessment of the EO climate within the organization.
- c. The ultimate objective of the CCAP is to ensure the fair and equal treatment for all [REDACTED] military personnel and Family members based on merit, performance, and potential. Every commander, director, supervisor, and leader will set the example with regards to MEO and will take appropriate action to create and sustain an effective

program by eliminating behaviors and practices that undermine teamwork, mutual respect, and loyalty.

4. REFERENCES.

- a. DoD Directive 1350.2 (Department of Defense Military Equal Opportunity (MEO) Program), 08 June 2015.
- b. DoD Instruction 1350.3 (Affirmative Action Planning and Assessment Process), 29 February 1988.
- c. AR 600-20 (Army Command Policy), 24 July 2020.
- d. Army Directive 2015-39 (Inclusion of Sexual Orientation in the Military Equal Opportunity Program), 14 October 2015.
- e. III Corps Commanding General's Policy Letter 4, Equal Opportunity (EO) Program and Complaint Procedures.
- f. [REDACTED] Commanding General's Policy Letter, Equal Opportunity (EO) Program and Complaint Procedures.

5. EXPLANATION OF KEY TERMS.

- a. Objective. This is a statement of intent on the part of the commander and represents a desired end to be attained with the accomplishment of supportive goals.
- b. Goals. These are general statements of effort based on the organizational environment and support of its mission that specify long-term expectations. Goals do not specify time constraints, assign responsibility for accomplishment, or require frequent change.
- c. Action. It contains positive planned actions to identify and correct any deficiencies in the present system. It is designed to ensure that each individual is guaranteed equal opportunity for personal and professional growth based on potential and capabilities not race, color, national origin, religion, sex (including gender identity and pregnancy), or sexual orientation.
- d. Basis for Goals. Are the guidelines set forth by DOD, DA, Army Regulations and regulatory guidance and procedures established by the command.

6. POLICY.

I am firmly committed to provide an environment of equal opportunity and fair treatment for all Soldiers, Family Members and Civilians assigned or attached to the unit, without regard to race, color, national origin, religion, sex (including gender identity and pregnancy), or sexual orientation. I expect all commanders, directors, and leaders to be equally committed.

7. AREAS OF EMPHASIS.

These special areas of emphasis are the foundation upon which the CCAP will function within HHC

- a. Area #1 Command Policy Guidance
- b. Area #2 EO Training
- c. Area #3 EO Complaint Procedures
- d. Area #4 EO Education
- e. Area #5 Organizational Performance
- f. Area #6 Sexual Assault and Response

8. APPLICABILITY.

This Command Climate Action Plan (CCAP) applies to all assigned and attached Soldiers, Family Members, and Civilian employees.

AREAS OF EMPHASIS

AREA #1: COMMAND POLICY GUIDANCE

PROPOSER: [REDACTED] Equal Opportunity Office.

OBJECTIVE: Manage the Command Climate Action Plan (CCAP).

ACTIONS: Assess, analyze, and manage the [REDACTED] MEO program to ensure that the CCAP includes conditions that will achieve Equal Opportunity actions and goals.

GOALS:

- a. Collect and analyze data from responsible parties (Commanders, staff sections, units, and subordinate unit MEOPs).
- b. Military Equal Opportunity Program Manager will routinely update the Commander on the commands MEO climate.
- c. Conduct quarterly Staff Assistance Visits to subordinate units and provide assistance within their Brigade level MEO programs.
- d. Monitor training, manning, and utilization of Military Equal Opportunity Professionals and Equal Opportunity Leaders in subordinate units.

BASIS FOR GOALS: DoD Directive 1350.2, AR 600-20, Appendix D-5.

AREA #2: EO TRAINING

PROPOSER: All [REDACTED] Military Equal Opportunity Professionals (MEOPs) and Equal Opportunity Leaders (EOL).

OBJECTIVE: To ensure Soldiers assigned or attached to the unit receive training in Military Equal Opportunity and that MEOP/EOL personnel understand their unique roles as climate specialists and advisors to the command.

- a. Monitor MEO training to ensure that all Soldiers understand and know the procedures for filing MEO complaints. Assist MEOP/EOL personnel during training events and/or observances.
- b. Commanders will provide command direction and oversight for their respective unit level MEO programs. Unit leaders will attend annual MEO training and assist in answering questions in regards to unit and DA policies.
- c. MEOPs will maintain all records of MEO training to include sign in rosters, training schedules, and memorandums for record. MEO training records will be checked during all SAV/CI/OIP events.

ACTIONS: Commanders will incorporate MEO training into the overall training plan for the unit. All Soldiers assigned or attached to the unit at a minimum will conduct annual MEO training that is interactive, small group, and discussion-based. Training will be reflected on the Unit Training Calendar.

GOALS: MEO/EOL professionals stay up-to-date on the latest MEO trends and problem areas. Sustainment training will increase their skills and enhance their ability to provide assistance and advice to commanders and leaders.

BASIS FOR GOALS: AR 600-20, Par 6-6.

AREA #3: EO COMPLAINT PROCEDURES

PROPOSER: [REDACTED] Military Equal Opportunity Office (to include those O6 level commands with assigned MEOPs).

OBJECTIVE: Analyze discrimination/unfair treatment complaints by race, color, national origin, religion, sex (including gender identity and pregnancy), or sexual orientation.

ACTIONS:

- a. Report discrimination/unfair treatment complaints (formal, informal, and anonymous) by rank, category, sex, and unit. Identify trends and patterns that may suggest overrepresentation or improper compliance with procedures.
- b. Upon receiving a formal MEO complaint, MEOPs will utilize the MEO complaint form (DA form 7279) in processing the complaint. Ensure complainant understands the complaint filing system outlined in AR 600-20, Para 6-6.

GOALS: Ensure that incidents of discrimination/unfair treatment are identified and corrected by monitoring and reporting formal and informal EO complaints to identify trends and patterns regarding basis for complaints due to race, color, national origin, religion, sex (including gender identity and pregnancy), or sexual orientation of complainants and subjects, and to ensure compliance with procedures as outlined in AR 600-20.

BASIS FOR GOALS: AR 600-20, Appendix D-5.

AREA #4: EO EDUCATION

PROPOSER: Commanders, EOAs, and EOLs.

OBJECTIVE: To ensure each battalion and company level organization has two EOLs (primary and alternate) that have attended to Equal Opportunity Leaders Course and are appointed on orders as an additional duty.

ACTIONS: Commanders must appoint EOLs in their units who are in the rank of SGT (P) through CPT. The selected Soldier should have exemplary behavior and strong leadership skills. Each unit will maintain at a minimum a primary and alternate EOL.

GOALS: Ensure that an EOL is always available when an individual has an EO matter to discuss.

BASIS FOR GOALS: AR 600-20 Para 6-6.

AREA #5: ORGANIZATIONAL PERFORMANCE

PROPOSER: Commanders, directors, and supervisors.

OBJECTIVE: Prepare for contingencies, problems, and emerging issues utilizing effective time management skills.

ACTIONS: Prioritize and allocate time for short-suspense tasks for subordinates. Ensure subordinates are informed of upcoming tasks increasing communication and trust.

GOALS: Alleviate frustration by subordinates of short-suspense tasks by delegating responsibilities and ensuring all unit members are informed in a timely manner as the mission permits based on mission requirements.

BASIS FOR GOALS: [REDACTED] Commander, Defense Organizational Climate Survey (DEOCS), dated 31 August 2021

AREA #6: SEXUAL HARRASSMENT / ASSAULT RESPONSE AND REPORTING

PROPOSER: Commanders, directors and supervisors.

OBJECTIVE: Ensure all unit members know how, where, and whom to report any instances of sexual assault or sexual harassment.

ACTIONS: All newly assigned personnel will be briefed by unit leaders on how, where, and to whom they should report any instances of sexual assault or sexual harassment. This briefing will be codified in a reception and integration counseling upon arrival to the unit. Ensure that unit areas display SHARP reporting procedures, contact information, and locations of where to receive assistance.

GOALS: Increase SHARP reporting knowledge for all members assigned or attached to the unit

BASIS FOR GOALS: [REDACTED] Equal Opportunity and Command Climate Action Plan (CCAP) Commander, Defense Organizational Climate Survey (DEOCS), dated 31 August 2021

