

**FORSCOM Supplement 1 to AR 600-20**

Personnel General

**Army Command Policy**

Headquarters  
United States Army Forces Command (FORSCOM)  
4700 Knox Street  
Fort Bragg NC 28310-5000  
19 June 2018

UNCLASSIFIED

# ***SUMMARY of CHANGE***

FORSCOM Supplement 1 to AR 600-20  
Army Command Policy

The following changes were made from the FORSCOM Supplement 1 to AR 600-20, 1 October 2012 version:

- Updates all references to the protected categories of race, color, sex (including gender identity), religion, national origin, and sexual orientation. (Paragraph 6-2a)
- Adds definition of sexual orientation discrimination. (Paragraph 6-2c (12))
- Identifies the commander responsible for the execution of the Equal Opportunity Leaders Course. (Paragraph 6-3f (4))
- Adds requirement for commanders to post unit Equal Opportunity policies, contact information, and complaint procedures both digitally and physically. (Paragraph 6-3i (a))
- Add requirement for commanders to appoint two Equal Opportunity Leaders at the battalion level and below. (Paragraph 6-3i (12))
- Updates requirement for all commanders to conduct command climate assessments. (Paragraph 6-3i (13))
- Adds requirement for EO Program Offices to conduct training for all assigned EOAs at the installation level. (Paragraph 6-3j (16))
- Defines eligibility to be assigned as an Equal Opportunity Leader. (Paragraph 6-3l (8))
- Establishes the FORSCOM EOA of the Year award and defines the criteria for the award. (Paragraph 6-4)
- Outlines the process for volunteer EOAs and Program Managers. (Paragraph 6-6b)
- Outlines procedures for processing equal opportunity complaints and establishes the requirement to enter all formal complaints into the Equal Opportunity Reporting System with 72 hours of taking or receiving the complaint. (Paragraph 6-9)
- Removes requirement to complete the Quarterly Narrative and Statistical Report and adds requirements to complete FORSCOM specific reports. (Paragraph 6-16)
- Outlines specific steps for entering complaints into the Equal Opportunity Reporting System. (Paragraph C-1)
- Explains the timeline and required steps for the commander upon receiving a complaint. (Paragraph C-5)

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FORSCOM Supplement 1 to AR 600-20

**Personnel-General**  
**ARMY COMMAND POLICY**

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**History.** This supplement is a major revision.

**Summary.** This supplement prescribes the responsibilities and policies for the FORSCOM Equal Opportunity Program through revisions to AR 600-20 (Army Command Policy) dated 6 November 2014, Army Directive 2013-29 (Army Command Climate Assessments), Army Directive 2015-39 (Inclusion of Sexual Orientation in the Military Equal Opportunity Program), and Army Directive 2016-35 (Policy on Military Service of Transgender Soldiers). This supplement also establishes the FORSCOM EOA of the Year award, case input requirements, statistical reporting requirements as well as procedures for the conduct of FORSCOM EO Staff Assisted Visits (SAV).

**Supplementation.** Further supplementation is prohibited without approval from CDR, HQ, FORSCOM, ATTN: AFPE-EO. Upon approval, a copy of each supplement issued must be furnished to CDR, HQ, FORSCOM, ATTN: AFPE-EO, Fort Bragg, NC 28310-5000, within 60 days following the effective date of the supplement.

**Suggested improvements.** The proponent for this supplement is the FORSCOM Equal Opportunity Office, HQ, FORSCOM. Users are invited to send comments and suggested improvements on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to CDR, HQ, FORSCOM, ATTN: AFPE-EO, Fort Bragg, NC 28310-5000.

**Restrictions.** Approved for public release; distribution to unit level for AC and USAR. Local reproduction is authorized.

**Applicability.** This supplement applies to all Forces Command units, including major units on non-FORSCOM installations.

**Distribution:** Special.

**Copies furnished:** HQDA, ODCSPER (DAPE-HR-L); OCAR, (DAAR-PE), 2400 Army Pentagon, Washington DC 20310-2400; HQ, FORSCOM (AFPE-EO)

FOR THE COMMANDER:

**//ORIGINAL SIGNED//**  
ROBERT B. ABRAMS  
General, USA  
Commanding

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\*This supplement supersedes FORSCOM Supp 1 to AR 600-20, 1 Oct 2012 and any message guidance thereto.

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**Entire Regulation**, Update terminology, as follows:

Update all references from Equal Opportunity Representatives (EORs) to Equal Opportunity Leaders (EOLs).

Update all references from Equal Opportunity Representative Course (EORC) to Equal Opportunity Leaders Course (EOLC).

Update all references for reporting sexual harassment complaints from the Equal Opportunity Advisor (EOA) to the servicing Sexual Harassment Assault Response and Prevention (SHARP) Sexual Assault Response Coordinator (SARC) or Victim Advocate (VA).

Update all references for training and establishing policies for Prevention of Sexual Harassment (POSH) from the EOA to the SHARP-SARC or SHARP-VA.

**Paragraph 6-1, Purpose.** Add paragraph c., as follows:

c. Institutionalize Equal Opportunity (EO) throughout the leadership structure by direct and continuous involvement of leaders at all levels.

**Paragraph 6-2a, b, and c, Equal opportunity policy.** Update all references to the protected categories, as follows:

a. The U.S. Army will provide EO and fair treatment for military personnel and Family members without regard to race, color, sex (including gender identity), religion, national origin, sexual orientation, and provide an environment free of unlawful discrimination and offensive behavior.

b. Soldiers will not be assessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, color, sex (including gender identity), religion, national origin, or sexual orientation.

c. Definitions-

(1) Unlawful discrimination. Any action that unlawfully or unjustly results in unequal treatment of persons or groups based on race, color, sex (including gender identity), religion, national origin, or sexual orientation.

(2) Disparaging terms. Terms used to degrade or connote negative statements pertaining to race, color, sex (including gender identity), religion, national origin, or sexual orientation which contributes to a hostile work environment. Such terms may be expressed as verbal statements, printed material, visual material, signs, symbols, posters, or insignia. The use of these terms constitutes unlawful discrimination.

(3) Equal opportunity. The right of all persons to participate in, and benefit from, programs and activities (for example, career, employment, educational, social) for which they are qualified. These programs and activities will be free from social, personal, or institutional barriers that prevent people from rising to the highest level of responsibility possible. Persons will be evaluated on individual merit, fitness, and capability, regardless of race, color, sex (including gender identity), religion, national origin, or sexual orientation.

(12) Sexual orientation discrimination. One's emotional or physical attraction to the same and/or opposite sex (homosexuality, bisexuality, or heterosexuality). Complaints may be based on actual or perceived sexual orientation, as well as association with an individual or affinity group associated with a particular sexual orientation.

**Paragraph 6-3c., Responsibilities.** Add subparagraphs (4) and (5), as follows:

(4) Preparing for FORSCOM's Equal Opportunity Staff Assistance Visit (SAV).

(a) Major Subordinate Commands (MSC) and Direct Reporting Units (DRU) are required to receive an annual EO SAV from HQ, FORSCOM. The SAVs provide commanders/SROs an overall assessment of their command. Commanders/SROs and EO professionals will conduct SAVs. Preparation requirements for this visit are outlined in Appendix A.

(5) Conducting Staff Assistance Visits.

(a) The SAV will include either sensing sessions/focus groups or conversations/walkabouts with Soldiers within the unit footprint (i.e. motor pools, company areas, etc.) in situations where sensing sessions/focus groups would be impractical. The purpose of these interactions are two-fold: to provide Soldiers the opportunity to openly express themselves in a non-threatening environment and to provide feedback that can be used to assess the equal opportunity climate to potentially

influence changes within an organization. Commanders are encouraged to provide feedback to Soldiers regarding issues raised in sensing sessions/focus groups.

(b) Apply the following guidance when conducting sensing sessions or focus groups:

1. Prior to conducting the session, the Commander, working with their EOA, establish a list of questions that relates to the issue(s). This will help the facilitator stay focused on the subject matter.

2. Ensure the group understands why the session is being conducted. Each session should be no more than 90 minutes.

3. The ideal group size will have 20 (DRU) or 30 (MSC) Soldiers per session.

4. The racial make-up of the group should be representative of the organization.

5. All members of the group are encouraged to participate and their identity shall remain anonymous, unless the Soldiers want a specific issue addressed at the conclusion of the session.

6. Neutrally regard participants input as essential and with merit, as needed.

(c) SAVs will be conducted using the FORSCOM EO Staff Assistance Visit Checklist. A copy for local reproduction is located in Appendix A of this supplement.

(d) MSCs and DRUs will conduct annual SAVs on their subordinate units within their commands.

(e) At the request of the MSC or DRU, FORSCOM EO will conduct courtesy site visits in preparation for SAVs or upon discovery of major program management issues.

**Paragraph 6-3f., Responsibilities.** Add subparagraphs (4) and (5), as follows:

(4) The Equal Opportunity Leaders Course (EOLC) is designed to train students to become Equal Opportunity Leaders (EOL). It provides the minimum training required for EOLs to fulfill their duties and responsibilities. This course is also designed to ensure

individuals selected to perform EOL duties are trained to the same level and standard, regardless of location. It will be conducted quarterly (or as needed) at installation level with help from unit EO professionals. Soldiers identified to serve as EOLs must complete this course prior to being assigned as an EOL. The Installation Commander (Senior Mission Commander) will ensure the installation EO office runs an EOLC to assist tenant commanders in meeting regulatory guidance for the appointment of EOLs.

(5) The overall responsibility for installation EO observances will belong to the Installation Commander (Senior Mission Commander) and their EO program manager.

**Paragraph 6-3i, Responsibilities.** Add subparagraph (a) to paragraph (11) and update paragraphs (12) and (13), as follows:

(a) Commanders will post, digitally and physically, command EO policies in a manner that ensures Soldiers are aware of the commanders EO policies. Commanders will also digitally and physically post EOA and EOL contact information and reporting procedures. These procedures must be posted in a conspicuous area, accessible to all Soldiers within the unit footprint. EO policies will include the policies for the immediate commander and the commander one echelon above. Additional EO information may be placed on the boards, at the discretion of the commander.

(12) Battalion and company level commanders (and activities/organizations without assigned EO personnel) will appoint two EOLs (primary and alternate) in the rank of SGT (P) through 1LT, in writing. Appointed EOLs must be graduates of the Equal Opportunity Leaders Course (EOLC) or they must be sent to and graduate the course within 90 days of their appointment as an EOL. Commanders will provide EOL appointment orders and EOLC graduation certificate to their servicing EOA for record keeping and tracking purposes.

(13) Command climate assessments help commanders establish and maintain a positive command climate, which, in turn, helps sustain a Ready and Resilient Force. Command climate assessments are particularly important as we continue to work to eliminate discrimination based on race, color, sex (including gender identity), religion, national origin, or sexual orientation.

(a) Commanders will use the Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS) for the survey component of their command climate assessments.

(b) All Active Army commanders will conduct an initial command climate assessment within 60 days of assuming command, to be followed by a subsequent assessment annually thereafter while retaining command.

(c) All Reserve Component commanders will conduct an initial command climate assessment within 120 days of assuming command, to be followed by a subsequent assessment annually thereafter while retaining command.

(d) To promote anonymity, any unit with less than 30 personnel must conduct its command climate assessments with a larger unit (the units' higher headquarters or another company level unit within the command). At the battalion or higher commander's discretion, companies or subordinate commands with more than 30 but less than 50 personnel may conduct its survey separately or with a larger unit (a higher headquarters or another company level unit).

(e) Within 30 days of completing the command climate assessment, the requesting commander will brief the next higher level commander on the results of his/her command climate assessment and their Commander's Action Plan to address concerns raised within the assessment. Additionally, within 30 days all commanders will brief their subordinates on the results and his/her command climate assessment and their Commander's Action Plan to address concerns raised within the assessment.

(f) Commanding Generals may authorize commanders of their headquarters HHC/HHBn units an exemption for conducting a DEOCS since the members of these units are primarily staff personnel. This exemption is allowed only if those personnel are rolled into the Commanding Generals DEOCS. The personnel actually performing duties within the HHC/HHBn will have their own breakout survey within the Commanding Generals survey and this breakout survey will serve as the DEOCS for the Battalion Commander.

**Paragraph 6-3j, Responsibilities.** Add subparagraphs (a) to paragraph (11) and update paragraph (16), as follows:

(a) Funds may be used to purchase T-shirts, mugs, pens, and other EO promotional items. The advertisement single purchase limit is dictated by the Government Purchase Card (GPC) policy. Promotional items should include the Installation EO Hotline phone number (if available) or the phone number for the EO program office that is purchasing the promotional items.

(16) Conduct quarterly or at a minimum semiannual (annual for Army Reserve) EO training to facilitate professional development for all EOAs at the installation level. This training must be conducted in person and at a minimum will cover the following areas: current EO issues, significant case study review from the field, and trend analysis pertaining to that command. Additional topics such as the exchange of EO reference materials, an open question and answer session, and any other local topics can be discussed as the Program Manager desires.

**Paragraph 6-3k, Responsibilities.** Add subparagraphs (25), (26), (27), (28), (29), and (30), as follows:

(25) Prepare monthly reports for higher headquarters EO program offices.

(26) Input all formal complaints into the EORS IAW Paragraph 6-9e.

(27) Ensure all cases within EORS are updated, contain no PII, and are closed out within the established timeframes the related investigation.

(28) Input all DEOCS information for all commanders within their organization.

(29) Maintain an accurate EOL roster within EORS. Update EOL information as situation dictates.

(30) Input treatment of persons cases within EORS upon notification of such cases from their commander. Ensure all treatment of persons case descriptions contain all required information as well as the 5W's within the description.

**Paragraph 6-3l, Responsibilities.** Add subparagraph (8), as follows:

(8) Be a graduate of the Equal Opportunity Leaders Course (EOLC). If not a graduate, the commander must send the appointed EOL to the EOLC within 90 days of appointment as an EOL. Appointment orders and the EOLs graduation certificate must be furnished to the servicing EOA for record keeping and tracking purposes.

**Paragraph 6-4, The Army's Equal Opportunity Advisor of the Year Award.** Add paragraphs e, f, g, h, and i, as follows:

e. The FORSCOM EO Advisor of the Year Award recognizes the most outstanding EOA, for achievements in support of FORSCOM EO.

f. Eligibility. Any EOA, who has performed the duties of an EOA for at least 12 months prior to the due date of the packets to FORSCOM EO.

g. Criteria for selection. Eligible EOA will be nominated according to the criteria below. FORSCOM EO may revise these criteria as necessary to support the FORSCOM EO Program.

(1) Successfully advised/assisted commander(s) in managing their EO program within guidelines established by HQDA, FORSCOM, and their respective command.

(2) Demonstrated outstanding personal qualities and traits required to be a successful EOA.

(3) Made individual innovations in the EO program.

(4) Displayed exceptional knowledge of the Army's EO program.

(5) Displayed outstanding leadership qualities and made significant contributions to human relations and EO programs, which directly impacted the readiness of the organization and the Army.

(6) Distinguished themselves by making visible and significant contributions to their organization and military/local community in the area of human relations, EO, EOAP, human resources, and military service, which resulted in a positive relationship.

(7) Created opportunities that supported and contributed to the advancement of our understanding and valuing of diversity.

(8) Comply with height and weight standards in accordance with AR 600-9.

(9) Pass the APFT within the EOAs age category. Alternate aerobic events are authorized and the EOA must receive a GO in the event.

h. Procedure for selection. Each Corps and DRU will nominate the most outstanding EOA of their respective commands. Nominations will be digitally forwarded with recommendations to the FORSCOM EO office. If digital means are not available, then nominations can be forwarded to HQ, FORSCOM, ATTN: AFPE-EO, Fort Bragg, NC 28310-5000. The submission dates for all packets will be determined and disseminated through an OPORD yearly. The board will be conducted yearly during the first week of August.

i. Submission of nominations. Nominations for the FORSCOM EOA Award will include the following:

(1) A nomination letter from the EOAs commander containing the nominee's name, rank/grade, DOD ID number, date of birth, organization, installation assigned, and date of assignment.

(2) A biography, not to exceed one single spaced, typewritten page in 12 point Arial font.

(3) A brief narrative of duties, actions taken to support commanders in maximizing human potential and ensuring fair treatment for all persons based on merit, fitness, and capability in support of readiness, not to exceed two double-spaced, typewritten pages in 12 point Arial font.

(4) A recent (within 12 months) full color standard DA photo, in ASU.

(5) An endorsement by the first unit of action or higher level CDR in the nominee's chain of command.

(6) An endorsement by the Corps/DRU CoS, DCG, or CG.

(7) A copy of the most recent APFT (within 12 months) and DA Form 5500-R/5501-R, Body Fat Worksheet, if applicable IAW AR 600-9.

**Paragraph 6-6b, Program manager and/or equal opportunity advisor selection and assignment policy.** Add subparagraphs (1) and (2), as follows:

(1) Local nominees are solicited internally from the command to fill PM/EOA positions as a result of personnel shortfalls. The goal of FORSCOM EO is to ensure that local nominees are returned to their parent units; however, the main goal of FORSCOM

EO is to ensure that units deploy with an EOA. The following documents are required for submission of PM/EOA packets:

a. DA 4187 requesting PM/EOA duty, signed by O-5 or higher.

b. Letter of recommendation signed by O-6 or higher.

c. Current Soldier Record Brief (SRB).

- d. Current DA Photo.
- e. Last five OERs/NCOERs.
- f. DA Form 5500-R/5501-R, Body Fat Content Worksheet, if applicable IAW AR 600-9.

(2) Soldiers that volunteer for PM/EOA duty, but not as a local nomination, must submit the same documents with the exception of the letter of recommendation.

**Paragraph 6-9, Procedures for processing equal opportunity complaints.** Add paragraphs e, and f, as follows:

e. EOAs will enter all formal complaints into the EORS within 72 hours of the commander signing for the formal complaint. In the event a complaint is received by an EOA that is operating under an MOA or MOU, the complaint will be entered by the EOA of the headquarters the tenant unit reports to, not the servicing local EOA. In this instance, 96 hours will be allowed for case input, due to the dislocation of the responsible EOA. Under no circumstances will EOAs wait until a complaint is complete before entering the complaint into the EORS.

f. Formal complaints. The following information is required for input of all formal EO cases within EORS:

1. Installation the complaint originated from.
2. All information within the Complainant Information portion.
3. All information within the Subject Information portion.
4. All information within Complaint Status.
5. Specific Allegations. This portion must contain a minimum of the 5W's of the complaint without PII.
6. Complaint Processing Actions. This area should be used to update higher echelons on the progress of the complaint.
7. All dates must be entered into EORS and the dates must match all case paperwork that is on file.

8. EOAs must return to the system to enter the date the 30-45 day follow up is conducted to completely close out the case within EORS.

**Paragraph 6-14, Equal opportunity action plans.** Add paragraph e, as follows:

e. Commands reporting directly to FORSCOM (Corps HQs, and DRU HQs) will submit a copy of their Commander's Action Plan (CAP) to HQ, FORSCOM, ATTN: AFPE-EO, within 60 days of the effective date.

**Paragraph 6-15, Training.** Add paragraph d, as follows:

d. The professional development of EOAs is essential to maintaining a smart and proactive EO program. Training should be ongoing and can include attending training sessions at civilian institutions, when feasible. Participation can also include workshops and outreach conferences such as: Federal Asian/Pacific American Council (FAPAC), National Association for the Advancement of Colored People (NAACP), League of United Latin American Citizens (LULAC), Blacks in Government (BIG), and many other diversity conferences.

**Paragraph 6-16, Narrative and statistical reports on equal opportunity progress.** Eliminates the requirement of units to submit a Quarterly Narrative and Statistical Report (QNSR) and adds paragraphs g, h, i, and j, as follows:

g. All subordinate EO programs will maintain information on their commands EO program. This information must be submitted in report format, through the EO program channels, to FORSCOM EO. These reports include:

(1) Division trend analysis. The intent of this report is to allow commanders to gauge the climate of their command. It allows EO programs to notice increases or decreases in the types of complaints allowing the program to recommend strategies to their commands to improve the climates. This report is due to FORSCOM EO on the 10th day of the first month of every quarter.

(2) Monthly reports. These reports include the PM/EOA manning rosters, critical shortages, command climate surveys, and the number of formal cases. The intent of these reports is to provide a picture of the strength and climate of each command. Each Corps and DRU EO office will receive the reports from their subordinate EO offices. These reports will be compiled as a Corps/DRU report as submitted to FORSCOM EO. This report is due to FORSCOM EO by the 10th of every month.

(3) SMS. Division/DRU EOPM offices are required to update EO data fields on the SMS monthly. These updates will capture complaint information pulled from EORS to update the Army system. Updates will be conducted on a monthly basis and as requested by higher headquarters.

h. The FORSCOM EO will send out reports for action to subordinate EO offices. These reports include:

(1) Pending cases. The FORSCOM EO will distribute the pending cases report quarterly. The intent of this report is to bring awareness of outstanding pending EO cases. The report will be sent to all Corps and DRU EO offices by the 10th day of the first month of every quarter. Corps and DRU EO offices will provide feedback to FORSCOM EO on all pending cases within 14 days of receiving the report. The intent of this report is to reduce the number of outstanding pending cases and to ensure cases are closed out within EORS. This allows commanders to have an accurate picture of the climate of their commands.

(2) EORS Hierarchy. FORSCOM EO will publish the EORS hierarchy quarterly. The intent of this report is to allow EOPMs additional oversight of the activity of subordinate EOAs. This will also allow subordinate EOPMs to provide updates to their hierarchy to ensure EORS is functioning correctly.

**Paragraph C-1, Entering the complaints processing system.** Update paragraph b, adding paragraph b(7), as follows:

b. Formal complaint.

(7) EOAs will notify their servicing Program Manager and Senior EOA of all formal complaints within 3 calendar days of the commander signing for the formal complaint. This step will ensure senior EO programs maintain oversight of all formal complaint timelines as well as the accuracy of complaint information within the EORS.

**Paragraph C-4, Actions of the commander upon receipt of complaint.** Update paragraph a, as follows:

a. Upon receipt of a formal complaint, the commander is required to identify and rectify the six factors of unlawful discrimination, to include race, color, sex (including gender identity), religion, national origin, and sexual orientation. The commander will ensure that the complainant has been sworn to the complaint (DA Form 7279, block 8a). If not, the commander will administer the oath and annotate it on the complaint form.

The commander will fill out blocks 9b, c, d, e, and f acknowledging receipt of the complaint form. All formal complaints will be reported within 3 calendar days to the first General Courts-Martial Convening Authority (GCMCA) in the chain of command. Additionally, the commander will provide a progress report to the GCMCA authority 21 days after the date on which the investigation commenced and 14 days thereafter until completion.

**Paragraph C-5, Timeliness of action.** Add subparagraph (1), as follows:

(1) Upon receipt of a formal complaint, EOAs must ensure the DA 7279, Equal Opportunity Complaint Form is fully and correctly completed. This includes an accurate description of the nature of complaint, the requested remedy, and the affidavit. Once the EOA verifies this completion, they will sign for the complaint. Upon signing for the complaint on the DA 7279, the EOA has no longer than 3 calendar days to refer the complaint to the appropriate commander. Under no circumstances will an EO office hold a complaint once it is signed by the complainant and the receiving EOA.

(2) Once the commander signs for the complaint, that commander has 14 calendar days in which to complete an investigation. The 14 day period does not include time necessary to comply with the referral requirements of AR 15-6, to conduct a legal review, or for the approval authority to take final action on the investigation report. However, the appointing authority will ensure timely completion of the investigation. Once complete, the approval authority will inform the complainant and the subject of the results of the investigation, in writing utilizing DA Form 7279, block 11e. Commanders must be mindful that the complaint is not complete until notification of the results of the investigation have been given to both the complainant and the subject, in writing. In the event that these requirements cannot be completed within 14 calendar days, the commander must request an extension of up to 30 days from the next higher commander. Any additional extensions must be approved by the first general officer in the chain of command. Upon the approval of any extensions, the commander must inform the complainant of the extension, its duration, and the reasons for which it was requested, within 3 calendar days. Under no circumstances will a general officer approve their own extension for an investigation in which they are serving as the appointing authority.

(3) It is the responsibility of the EOA to track all formal complaint timelines and ensure all information is input into the EORS.

**Paragraph C-6, Conduct of the investigation.** Update paragraphs j and k, add subparagraphs (1) and (2) to paragraph j and subparagraph (11) to paragraph k, as follows:

(j) EOA review. Prior to submission of the report to the appointing authority, the investigating officer and EOA will meet and review the report. **The EOA will have no longer than 3 calendar days to review the investigation.** The EOA will attach a memorandum documenting their review.

(1) SJA review. Prior to the submission of the report to the appointing authority, the investigating officer or the EOA will meet and review the report with the SJA. **The SJA will have no longer than 3 calendar days to review the investigation.** The SJA will attach a memorandum documenting their review.

(2) **EOAs and SJA must keep in mind their reviews are included in the commander's investigation timeline.**  Measures should be put in place to ensure the commander meets the timeline requirements of this regulation. If each review cannot be completed within the time frame, an extension must be requested by the commander.

(k) Investigative report.

(11) Written review by the SJA.

**Paragraph C-9, Final resolution upon appeal.** Add subparagraph a, as follows:

a If the complaint was filed with, and began at the GCMCA level and the GCMCA was the investigating commander and/or appointed the investigating officer for the investigation, the complainant has the right to appeal to the next higher commander.

**Paragraph C-10, Follow-up assessment.** Update paragraph, as follows:

The EOA will conduct a follow-up assessment of all formal EO complaints, both substantiated and unsubstantiated, 30 to 45 calendar days (four to six MUTA 4 drill periods for RCs) following the final decision rendered on the complaint (or after the final appeal decision). The purpose of the assessment is to measure the effectiveness of the actions taken and to detect and deter any acts or threats of reprisal. The EOA will assess the complainant's satisfaction with the procedures followed in the complaint process to include timeliness, staff responsiveness and helpfulness, and resolution of the complaint. The findings of this assessment will be annotated on DA Form 7279-1, Equal Opportunity Complaint Resolution Assessment and maintained by the EOA for 2 years.

The EOA will present findings and recommendations to the commander for further considerations/action within 15 calendar days. After the commander reviews the EOA findings and recommendation, the assessment is attached to the original complaint and maintained for 2 years. This assessment date and any recommendations implemented by the commander must be input into the EORS by the EOA within 72 hours. Once this information is input, the EOA can close the case in EORS by inputting the date complete.

**Paragraph D-1, Requirement.** Update paragraphs a. and b., as follows:

a. Removes requirement for all Active Army company commanders to conduct an initial command climate assessment within 30 days of assuming command, followed by a subsequent assessment 6 months later, another assessment 12 months after assuming command and annually thereafter while retaining command.

b. All Active Army commanders will conduct an initial command climate assessment within 60 days of assuming command, to be followed by a subsequent assessment annually thereafter while retaining command.

**Paragraph D-3, Compliance.** Update paragraph, as follows:

After the commander has administered and analyzed the command climate survey, developed a Commander's Action Plan, briefed the members of the unit and their immediate supervisor, then the EOA for that commander, will note completion in the EORS. Completion of the command climate survey is an item that is checked under the OIP.

Appendix A  
Preparation for the FORSCOM Equal Opportunity SAV

Example FORSCOM SAV Itinerary:

Day 1: SAV Team arrival. (See Note 1)

Day 2:

- a. Conduct SAV in brief with host EO Team.
- b. EOA roundtable discussion and workshop with all installation EOAs (FORSCOM units only if on a mixed installation). (See Note 2)
- c. Conduct SAV of host command EO program.
- d. Conduct office calls with support agencies (IG, SJA, etc.), as needed or requested by the host command EO Team. (See Note 3)
- e. Conduct sensing session/walkabouts within the host command footprint. (See Note 4)

Day 3:

- a. Conduct SAV of host command subordinate EO program. (See Note 5)
- b. Conduct sensing session/walkabouts within the subordinate command footprint. (See Note 4)
- c. Conduct SAV out brief with host command EO Team.

Day 4: SAV Team departure.

Notes:

1. The SAV team will arrive on day 1 and the conduct the actual visit on days 2 and 3. Visits to large commands such as III Corps and Fort Hood and XVIII Airborne Corps and Fort Bragg may include one additional day for the SAV.

2. A one and half hour time period will be scheduled with all installation EOAs. During this block of time the FORSCOM EO Team will conduct a roundtable discussion and an EOA workshop. Some of the items that are covered during this session are: current EO issues, significant case study review from the field, trend analysis pertaining to that command, exchange of EO reference materials, an open question and answer session, etc. This event will be conducted prior to the SAV of the host command EO program.
3. Office calls with support agencies should be coordinated as needed or as requested by the host command EO Team. These office calls should focus on how the EO Team and the support agencies can work together to accomplish the commanders EO mission.
4. Sensing sessions will be conducted at the commander's discretion. At the minimum, walkabouts will be performed throughout common areas of the command such as motor pools. These walkabouts will not interfere with the conduct of an organizations mission such as STX, FTX, etc.
5. Each host command EO Team will schedule office time with at least one subordinate brigade EOA. This time will include a walkthrough of the BDE area and a review of EO boards and EO command policies. Commands that do not have a BDE co-located on the same installation or at all, will schedule this time with another subordinate unit. Additionally, when the host command EO Team is at the Corps level an SAV will be conducted at both the division and brigade levels, if both the division and brigades are co-located on the same installation.

FORSCOM EO Staff Assistance Visit Checklist

FORSCOM EO STAFF ASSISTANCE VISIT CHECKLIST		
Office Visited:	Date:	EO Evaluator:
* The following criteria, coupled with focus group interviews, will enable more effective management of the installation/unit Equal Opportunity Program which contributes to the overall FORSCOM program.		
* All areas listed below will be evaluated utilizing a GO/NO GO format.		
SECTION I - ADMINISTRATION/POLICIES/REGULATIONS		
REQUIREMENTS	RESULTS	REMARKS
1. Is there a copy of AR 600-20 dated 6 November 2014 on hand?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
2. EO Policy Memorandums		
a. Are policy letters for EO and Complaint Procedures posted for the Command and one echelon above?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
b. Do memos follow guidelines outlined in AR 600-20, Chapter 6, para 6-3i (11)?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
3. Does the commander have an open door policy and a treatment of persons policy?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
4. Is the contact information for the EOA and EOL posted?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
5. Is the commander within the EOA's rating scheme?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
6. Are Command Climate Assessments conducted IAW Army Directive 2013-29 ?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
7. Are units conducting the required EO training, at a minimum 2 times a year IAW AR 600-20, Chapter 6, para 6-15a (2)? (Note: One session must cover treatment of persons IAW AR 600-20, Chapter 4, para 4-19c (3))	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
a. Are the PM's reviewing the material and speeches prior to them being taught?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
8. Does the training documents have the following information		
a. Type of training?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
b. Personnel assigned, attended, and percentage of personnel trained?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
c. Date of training?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
d. Attendance roster?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
e. Is the EO training / make-up dates documented in the unit training schedules?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
9. Special/Ethnic Observance		
a. Are Special / Ethnic Observances conducted during the prescribed dates?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
b. Does the chain of command attend or participate in Special / Ethnic Observances?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
c. Is there adequate funding for Installation Special / Ethnic Observances?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
10. Are MOAs updated and on file? (If applicable)	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
11. Are office records filed IAW AR 25-400-2 (ARIMS)?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
a. Are the SEOA's / PM's conducting an annual assessment of the data on file?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
12. Are SAVs conducted on subordinate commands annually IAW AR 600-20, Chapter 6, para 6-3i (24)?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
a. Are results of SAVs filed and on hand IAW ARIMS?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
13. Are EOLCs conducted IAW with guidance from EO Proponent and ran by the Installation or Senior Mission Command?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
14. Are EO training conferences or EOA professional development sessions conducted quarterly or semiannually (if feasible) IAW AR 600-20, Chapter 6, para 6-3j (16)	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	

<b>SECTION II - COMPLAINT PROCESSING AND PROCEDURES</b>		
1. Is the GCMCA notified within 72 hours of all formal complaints?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
2. Are progress reports sent to the GCMCA 21 days after the start of the investigation and 14 days thereafter?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
3. Are investigations conducted using AR 15-6 procedures?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
4. Is a protection plan created to prevent acts of reprisal?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
5. Investigation timelines		
a. Are investigation completed within 14 calendar days?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
b. Are extensions granted by the next higher command for investigations not completed within 14 days?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
c. Are additional extensions requested thru the GCMCA officer in the chain of command?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
d. Are the PM's monitoring the accuracy of the timelines for pending cases?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
e. Are complainants notified of the extension, its duration, and the reason for extension request?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
6. Does the investigating officer submit the findings to JAG and the EOA for review prior to submitting to the appointing authority?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
7. Does the EOA provide a written review of the investigation prior to submission to appointing authority?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
8. Are follow-up assessments conducted for formal complaints?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
9. Are EO complaints filed and retained for 2 years from the date of the final decision on the case IAW AR 600-20, Appendix C, para C-11 (b).	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
10. Are the appeals procedures explained, to both the complainant and the subject, and followed IAW AR 600-20, Appendix C, para C-8.	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
<b>SECTION III - DEPARTMENT OF THE ARMY EQUAL OPPORTUNITY REPORTING SYSTEM</b>		
1. Are EOAs registered in EORS?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
a. Are procedures in place for newcomers to request / activate an EORS account?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
b. Are procedures in place for to transfer / deactivate accounts for outgoing EOA's	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
2. Are complaints entered in EORS with a detailed narrative?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
a. Are timelines accurately entered into EORS for all complaints?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
3. Is EO training completed IAW AR 600-20, Chapter 6, para 6-15a (2) and inputted into EORS?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
4. Are EOLs trained and appointed IAW AR 600-20 and listed as EOLs in EORS?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
5. Are command assessments being conducted IAW AR 600-20, Chapter 6, para 6-3i (13) and Appendix D, para D-1a and inputted into EORS?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
6. Are hazing and bullying cases input in EORS?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
<b>SECTION IV - COMMAND CLIMATE ASSESSMENT</b>		
1. Are commanders or senior leaders ensuring maximum participation of the Command Climate Assessment?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
2. Are Commanders and unit members briefed before and after a Command Climate Assessment	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
3. Are Command Climate Assessments being completed in the required timeline	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
4. Are units utilizing DRS reports IAW Army Directive 2013-29?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	
5. Are commanders back briefing their supervisor on survey results IAW Army Directive 2013-29?	GO <input type="checkbox"/> NO <input type="checkbox"/> GO <input type="checkbox"/> N/A <input type="checkbox"/>	