

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905-5000

USAIC Regulation
Number 600-11

Personnel-General
AFFIRMATIVE ACTION PLAN

Summary. This regulation presents the United States Army Infantry Center (USAIC) Affirmative Action Plan (AAP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) and Training and Doctrine Command (TRADOC) Equal Opportunity (EO) programs. An AAP is required for all Army organizations, commands, and agencies, to include brigade (or equivalent) level.

Applicability. This regulation applies to all personnel assigned to Fort Benning and any unit or soldier executing training on Fort Benning.

Supplementation. Supplementation of this regulation is prohibited without prior approval from the Commander, USAIC, ATTN: ATZB-EO, Fort Benning, Georgia 31905-5000.

Suggested improvements. The proponent of this regulation is the Directorate of Equal Opportunity Programs, U.S. Army Infantry Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommend Changes to Publications and Blank Forms) through channels to the Commander, USAIC, ATTN: ATZB-EO, Fort Benning, Georgia 31905-5000.

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Chapter 1
Introduction

1-1. Purpose. This regulation establishes policies and responsibilities and sets forth goals that ensure equal opportunity and fair treatment based solely on soldiers' performance and merit regardless of their race, color, religion, gender, or national origin. This Affirmative Action Plan (AAP) provides commanders and staff officers (who have Equal Opportunity functional responsibilities) a mechanism to influence favorably the soldier's training, working, and living environment in order to foster personnel readiness and commitment to successful mission accomplishment and combat readiness. It is the policy of this command to provide equal opportunity, fair treatment, and an environment free of discrimination and sexual harassment for all military personnel and their family members.

1-2. References. Appendix A contains required and related publications and referenced forms.

1-3. Explanation of abbreviations and terms. Abbreviations and special terms used in this regulation are explained in the glossary and Appendix B.

1-4. Objectives. The objective of the AAP is to establish and identify goals, responsibilities, and policies in support of the Army's Equal Opportunity Program and—

a. Provide the opportunity and climate for the growth and effective utilization of the potential capabilities of all Fort Benning personnel regardless of race, color, religion, gender, or national origin.

b. Identify any structural imbalances, eliminate any previous personal and institutional discriminations, and ensure opportunities for upward mobility for all qualified personnel.

c. Place affirmative action responsibilities into the hands of commanders. Commanders will implement these actions through their functional managers.

Chapter 2
Responsibilities

2-1. General. This chapter defines responsibilities and procedures for managing the Equal Opportunity Program at Fort Benning and outlines policies and procedures for the USAIC Affirmative Action Plan.

*This regulation supersedes USAIC Regulation 600-11, 12 October 1995.

2-2. Commanding General. The Commanding General has overall responsibility for the implementation of the EO Program.

2-3. The Equal Opportunity Office (EOO). The EOO is the primary agency within USAIC and Fort Benning responsible for the execution of the EO program and will:

- a. Collect statistical data quarterly from functional areas and units.
- b. Submit annual statistical and narrative data report to TRADOC EO Office (no later than 20 October each year).
- c. Coordinate the revision and update of Affirmative Action Plan as required.
- d. Set up formal and informal AAP panel meetings.
- e. Brief the Chief of Staff semi-annually on AAP accomplishments and collected data.

2-4. Deputy Chief of Staff (DCofS). The DCofS will:

- a. Chair the USAIC AAP panel.
- b. Update the Commanding General on AAP goals met/not met.
- c. Have general staff responsibility for the development, publication, review, and management of the USAIC AAP.

2-5. Proponents and special staff. Proponents and special staff will:

- a. Serve as AAP panel members.
- b. Formally meet with USAIC Affirmative Action Plan Panel (AAPP) annually. Informal panel meetings will occur semi-annually.
- c. Develop goals and reporting procedures for affirmative actions described in AR 600-20, chapter 6.
- d. Collect data in members' functional areas. Provide EOO necessary data quarterly, no later than the 10th day following the end of the quarter.

2-6. Major Subordinate Commanders (MSC). All MSC (brigade equivalent or higher) will:

- a. Develop and implement an AAP for their command.
- b. Provide copy of the AAP to USAIC EOO.
- c. Ensure that required AAP reports are submitted quarterly.
- d. Monitor the EO climate in their command.

2-7. Separate unit commanders. Separate unit commanders (battalion level or below) will ensure that required AAP reports are submitted quarterly. However, they are not required to have AAPs (only brigade or higher).

**Chapter 3
Goals Development**

3-1. Development. The Affirmative Action Plan Panel (AAPP) members are responsible for goal development. The functional area proponent is responsible for monitoring, reviewing, and analyzing each goal. More than one proponent may be assigned to each goal. Ownership however, should not be limited to the proponent (s). AAPP members should be comfortable and familiar with all the goals, not just with their functional area, and develop goals to support all aspects of the Army's Equal Opportunity Program. Goals should not be limited to statistical analysis. Any EO related area may become a goal, i.e., training.

3-2. Revision. AAPP members will review affirmative action goals annually. Goals that no longer apply will be discarded.

3-3. Analysis. Proponents will present their goals at the semiannual (informal) and annual (formal) meetings with recommendations to maintain, change, or delete goals.

3-4. Measurement.

- a. Goals which are quantifiable should be measured in order to:
 - (1) Identify trends.

- (2) Highlight differences or discrepancies.
- b. Goals which are not quantifiable will be presented in narrative.

3-5. Reporting requirements.

a. Staff agency proponents are responsible for collecting the data designated in their subject area and preparing narrative data analysis to determine if:

- (1) Goals should be maintained, revised, or deleted.
- (2) Change in policy or procedure is needed.
- (3) Trends exist.

b. Statistical data will be collected, consolidated, and reported quarterly. A consolidated report will be submitted to the Chief of Staff (CofS) no later than the 15th day following the end of the quarter. Data will be submitted using TRADOC Form 395-R, TRADOC Installation Equal Opportunity Narrative and Statistical Report.

3-6. Goal format. See figure 3-1 for formatting and defining the elements contained in the AAP.

Subject: General area or title.

Proponent: Agency designated for each goal. That agency must have the inherent responsibility for that subject area as determined by duties and responsibilities.

Objective: Reason or purpose for the goal.

Goal(s): Statement of intent on the part of the commander which represents a desired end to be obtained.

Basis for goal(s): What established the requirement for the goal.

Milestone(s): Significant action that should take place.

Action Step(s): Specific actions, steps or actions by activities to ensure all soldiers and their families are afforded equal opportunity.

Timetable and Reporting Schedule: Suspense dates for submitting reports/statistical data or publish EO policy letters.

Figure 3-1. Affirmative action plan format and definitions

**Chapter 4
Affirmative Action Goals**

4-1. General. This chapter contains affirmative action objectives and goals. Goals must be realistic, achievable, and measurable. Goals must not be interpreted as quotas.

4-2. Command policy guidance.

- a. Subject: Command Policy
- b. Proponent: EOO
- c. Objective: Manage, assess, and analyze Fort Benning's Affirmative Action Plan (AAP) and Equal Opportunity (EO) program.
- d. Goals:
 - (1) Plan and conduct AAP.
 - (2) Develop, maintain, and monitor AAP.
 - (3) Conduct Staff Assistance Visits to subordinate units in accordance with Directorate of Operations and Training(DOT) policy.
 - (4) Prepare quarterly EO narrative statistical progress reports for the Commanding General.
- e. Basis for goals: DA PAM 600-26
- f. Milestone: Review the AAP annually and make revisions as necessary.
- g. Action Steps:
 - (1) USAIC EOO will establish, maintain, and monitor a comprehensive AAP at installation level.
 - (2) Major Subordinate Commanders (MSC) will develop and implement an AAP at their level and provide a copy to the EOO.

Equal Opportunity Advisor (EOA) will provide support to MSCs on a daily basis.

(3) Each separate battalion, unit, or activity attached or assigned to Fort Benning will follow the guidelines in the appropriate MSCs AAP to which they are attached or assigned for court martial authority.

h. Reporting: Review AAP annually.

4-3. Complaint processing.

a. Subject: Complaint Processing

b. Proponent: USAIC EOO

c. Objective: Analyze and monitor discrimination and sexual harassment complaints filed throughout the installation (to include complaints filed by members of tenant units).

d. Goal: Ensure that each soldier is fully aware of complaint processing procedures, including complaints against members of the chain of command.

e. Basis for goal: AR 600-20

f. Milestone: Report complaint of discrimination and sexual harassment to USAIC EOO.

g. Action Steps: Commanders will publish the following policy statements in support of EO:

- (1) Equal Opportunity Policy Letter
- (2) Sexual Harassment Policy Letter
- (3) Complaint Procedures Policy Letter
- (4) Open Door Policy Letter

h. Timetable: Commanders will publish policy letters in support of EO within 30 days of assumption of command. Review policy letters annually.

4-4. Assignments and composition.

a. Subject: Assignments and Composition.

b. Proponent: AG/DMP/and USAIC EOO

c. Objective: Determine and monitor installation force composition and assignments by rank, gender, and racial and ethnic designation categories (REDCAT).

d. Goal: Monitor Fort Benning's force composition and assignments of officers and senior enlisted personnel by rank, gender and REDCAT.

e. Basis for goal: DA PAM 600-26

f. Milestone: Obtain and provide the demographics of Fort Benning to the Commanding General and agencies with AAP responsibilities.

g. Action Steps:

(1) AG/DMP/and USAIC EOO will develop, maintain, and monitor statistics on key noncommissioned officer (NCO) positions (Command Sergeant Major, Sergeant Major, and First Sergeant assignments by race and gender.

(2) AG will provide copy of AACE42R (Race Population Breakdown) and SIDPERS, Senior NCO Roster) to EOO.

(3) Brigade/Regiment and separate units will provide report on TRADOC Form 395-R (provided by EO Advisor).

h. Reporting: Reports will be provided quarterly, no later than the fifth day following the end of the quarter.

4-5. Awards and recognition.

a. Subject: Awards and Recognition.

b. Proponent: AG

c. Objective: Ensure installation's award program is administered equitably without regard to race, color, religion, gender, national origin, creed, or rank.

d.

e. Basis for Goal: AR 600-20, Interim Change No. 104, 17 September 1993, Army Command Policy.

f. Milestones:

(1) Maintain statistical data by rank, race, gender and REDCAT.

(2) Compare awards to population demographic data by rank, race, gender, and REDCAT.

g. Action Steps:

Ensure commanders provide timely recognition to all qualified individuals regardless of rank, race, gender, or etc.

(1) AG and EOO will collect, maintain, and monitor statistics on awards recommendations and approval/disapproval and downgrades by type, race and gender.

(2) Brigade/Regiment and separate units will provide report on TRADOC Form 395-R (provided by EO Advisor).

g. Reporting: Collect statistical data quarterly, no later than the fifth day following the end of the quarter.

4-6. Promotions.

a. Subject: Promotions

b. Proponent: AG/DMP

c. Objective: Ensure promotions are made equitably without regard to race, color, religion, gender, or national origin.

d. Goal: Ensure promotions are made equitably without regard to race, color, religion, gender, or national origin.

e. Basis for goal: AR 600-20

f. Milestone: Report promotion statistics by race and gender (as required in TRADOC FORM 395-R).

g. Action Steps:

(1) Commanders will develop, maintain, and monitor local promotion board statistics on enlisted personnel by race and gender.

(2) AG/EO evaluate statistics, prepare reports, and make recommendations if inequities appear to exist in promotions.

(3) AG will provide copy of E43 Report (Promotions) an E45 Report (Private First Class, Specialist, and Sergeant Eligibility for Promotion) to EOO.

(4) Brigade/Regiment and separate units will provide report on TRADOC Form 395-R (provided by EO Advisor).

h. Reporting: Reports will be provided quarterly, TRADOC Form 395-R, no later than the fifth day following the end of the quarter.

4-7. Military Justice (UCMJ).

a. Subject: Military Justice

b. Proponent: Staff Judge Advocate (SJA)

c. Objective: Ensure that administrative and punitive punishments are made without regards to race, color, religion, gender, rank, or national origin.

d. Goal: Ensure that administrative and punitive punishment is fair and just and is not based on race, color, religion, gender, rank, or national origin.

e. Basis for goal: AR 600-20

f. Milestones:

(1) Compare statistics to population demographics data.

(2) SJA will report the following military justice actions by gender and race (REDCAT) to EOO:

(a) Article 15s (company grade, field grade and summarized)

(b) Summary, Special, and General Court Martial.

g. Action Steps:

(1) SJA will monitor administrative and punitive punishment by type, race, and gender.

(2) Brigade/regiment and separate units will provide report on TRADOC Form 395-R (provided by EO Advisor), no later than the fifth day following the end of the quarter.

(3) Statistical data will be reported to EOO (ATZB-EO).

h. Reporting: Report will be provided quarterly TRADOC Form 395-R, no later than the fifth day following the end of the quarter.

4-8. Officer commissioning programs.

a. Subject: Officer Candidate School (OCS) and United States Military Academy Preparatory School (USMAPS)

b. Proponent: AG

c. Objectives:

(1) Ensure qualified soldiers are aware and encouraged to apply for OCS or USMAPS.

(2) Ensure recommendations are made equitably without regard to race, color, religion, gender, or nation origin.

d. Goal: Ensure commanders give all qualified and interested individuals the opportunity to apply and be considered for acceptance without regard to race, color, religion, gender, or national origin.

e. Basis for goal: AR 600-20

f. Milestone: Report statistics by race and gender (applications, recommendations, and not recommended).

g. Action Step: AG and EOO will develop, maintain, and monitor statistics on OCS/USMAPS on personnel who applied, and who were not recommended by race and gender.

h. Reporting: Report will be provided quarterly TRADOC Form 395-R, no later than the fifth day following the end of the quarter.

4-9. Community relations.

a. Subject: Community Relations

b. Proponent: The Director of Public Safety (DPS).

c. Objectives:

(1) Monitor community agencies/relations to ensure military personnel and family members are treated fairly.

(2) Report cases of discrimination and sexual harassment to appropriate agencies.

d. Goal: Promote positive EO atmosphere which enhances cooperation with all segments of the local civilian community.

e. Basis for goal: Installation AAP

f. Milestone: Provide reports or cases of discrimination to USAIC EOO.

g. Action Steps:

(1) Upon referral, make inquiries and develop appropriate recommendations concerning specific cases of alleged off-post discrimination.

(2) DPS, as president of the Armed Forces Disciplinary Control Board, will investigate allegations of off-post discrimination against military personnel and their family members.

(3) Monitor imposed off-limits sanctions.

h. Reporting: Report quarterly any complaints pertaining to equal opportunity, no later than the fifth day following the end of the quarter.

4-10. Social, entertainment, recreational, and family support activities and services.

a. Subject: Social, entertainment, and recreational services (clubs, bowling, golf, fitness centers, gyms, recreational centers, multicrafts/autocrafts, sports programs); Family support programs (family member employment, exceptional family member, family advocacy, relocation, financial counseling services, Army Emergency Relief, food/lending locker).

b. Proponent: Directorate of Community Activities (DCA)

c. Objectives:

(1) Ensure services provided address the needs of all ethnic background and marketing segments of the military and family members assigned to Fort Benning.

(2) Ensure no discriminatory practices exist in treatment of military and family members by employees in the functional areas outlined above.

d. Goal: Provide social, entertainment, recreational, and family support services which result in no complaints of discriminatory practices or policies.

e. Basis for the goal: Affirmative Action Laws, and AR 600-20.

f. Milestones:

(1) Continuously monitor activities through use of customer comment cards, Dial-5 Boss complaints, FOD Reports, Mystery Shops, customer marketing surveys.

(2) DCA report immediately to the Garrison Commander/Chief of Staff and EOO any actions found which reflect negatively.

g. Action steps:

(1) All managers will follow DCA affirmative action guidance in determining needs of military and family members.

(2) Managers will ensure no discriminatory practices exist in their organizations.

(3) Marketing surveys will ensure all ethnic background needs and desires are assessed.

h. Reporting: Immediately report any violations to the Garrison Commander and to EOO, not later than the fifth day following the end of the quarter.

4-11. Training.

a. Subject: Equal Opportunity Representative Course (EORC)

b. Proponent: EOO

c. Objective: Provide training to unit Equal Opportunity Representative (EOR).

d. Goal: Ensure at least two trained EOR (primary and alternate) are assigned to each company, battery, troop, detachment and battalion sized unit as unit EOR.

e. Basis for goal: AR 600-20 and Installation AAP.

f. Milestones:

(1) Ensure each company/battery/troop size unit (or equivalent has at least two (school trained) EORs (primary and an alternate).

(2) Ensure each battalion has one officer (school trained) to serve as the Battalion EO Officer.

g. Action Steps:

(1) Equal Opportunity Advisors (EOA) will monitor compliance with unit training requirements as specified by AR 600-20.

(2) Each company/battery/troop level unit will appoint at least two EORs in accordance with Fort Benning's Affirmative Action Plan, USAIC Regulation 600-11 directive. Each appointee, SGT(P) and above, must have one year irredeemability after completion of EOR course.

(3) Each battalion-size element will appoint an officer to serve as Battalion EOR and a staff NCO Sergeant to serve as the headquarters' EOR.

(4) EOO will maintain copy of training certificates of all graduates.

(5) Installation EOO will be responsible for conducting EOR course.

h. Timetable: Conduct EOR course at least once per quarter.

4-12. Off post housing.

a. Subject: Off-Post Housing

b. Proponent: Directorate of Public Works (DPW)

c. Objectives:

(1) Ensure all DOD personnel and family members have an equal opportunity to suitable off-post housing.

(2) Monitor off-post housing and report cases of discrimination to USAIC EOO and appropriate agencies.

d. Goal: Ensure equal opportunity for all military personnel and family members in obtaining off-post housing.

e. Basis for goal: AR 210-50 and AR 600-20.

f. Milestone: Ensure all military personnel are afforded the opportunity to locate suitable off-post housing without being discriminated because of their race, color, religion, gender, or national origin.

g. Action Steps:

(1) Community Housing Relocation and Referral Services (CHRRS) will monitor in-processing procedures to give all inbound personnel the expectations and step by step procedures for processing through CHRRS prior to leasing, renting, or purchasing off-post housing.

(2) CHRRS will develop and monitor procedures to assist personnel in obtaining off-post housing.

(3) CHRRS will maintain properly documented reports of discrimination and provide cases to USAIC EOO.

h. Reporting: DPW/CHRRS will report any cases of discrimination immediately to the Garrison Commander and to EOO, no later than the fifth day following the end of the quarter.

**Appendix A
References**

**Sections I
Required Publications**

DA Pamphlet 600-26
The Department of the Army Affirmative Action Plan

TRADOC Regulation 600-11
Affirmative Action Plan

**Section II
Related Publications**

AR 20-1
Inspector General Activities and Procedures

AR 210-51
Army Housing Referral Service Program

AR 600-20
Army Command Policy

AR 600-200
Enlisted Personnel Management System

AR 614-100
Officers Assignment Policies, Details, and Transfers

**Section III
Referenced Form**

TRADOC Form 395-R, TRADOC Installation/Activity Equal Opportunity Narrative and Statistical Report

**Appendix B
Definitions for Racial and Ethnic Designation Categories**

**Section I
Race/Population Group**

American Indian
Definition: A soldier having origin in any of the original peoples of North America.
Reporting code: R

Asian
Definition: A soldier having origin in any of the original peoples of Asia, including China, Japan, and Korea.
Reporting Code: M

Black
Definition:
A soldier having origin in any of the original peoples of Africa, or other areas.
Reporting code: N

White
Definition: A soldier having origin in any of the original areas peoples of Europe, North Africa or Middle East.
Reporting Code: C

Other
Definition: A member of a race not included above.
Reporting code: Z

**Section II
Reporting codes-ethnic groups**

Aleut
Definition: Soldiers of Aleutian descent
Reporting code: 8

Chinese
Definition: Soldiers of Chinese descent.
Reporting code: C

Cuban
Definition: A soldier of Cuban descent
Reporting code: 9

Eskimo
Definition: Does not include Aleut.
Reporting code: 7

Filipino
Definition: Soldiers of Filipino descent.
Reporting code: 5

Indian
Definition: Soldiers from India or Indian descent
Reporting code: D

Japanese
Definition: Soldiers of Japanese descent.
Reporting code: J

Korean:
Definition:
Soldiers of Korean descent.
Reporting code: K

Latin American
Definition: Soldiers of Central and South American descent
Reporting code: S

Melanesian
Definition: Soldiers of Melanesian descent.
Reporting code: E

Mexican
Definition: A soldier of Mexican descent
Reporting Code: 6

Micronesian
Definition: Soldiers of Polynesian descent.
Reporting code: L

Other
Definition: Soldiers of Spanish extraction not delineated as Mexican, Puerto Rican, Cuban, or Latin America.
Reporting code: 1

Other Asian Descent
Definition: Soldiers of Asian descent not delineated separately as Chinese, Japanese, Korean, Indian, Filipino or Vietnamese.
Reporting code: 3

Other Pacific Island descent
Definition: Soldiers of Pacific Island descent, not delineated separately as Melanesian or Polynesian.
Reporting code: Q

Puerto Rican
Definition: A soldier of Puerto Rican descent.
Reporting code: 4

U.S./Canadian Indian Tribes

Definition: Soldiers belonging to U.S./Canadian Tribes (other than Aleut and Eskimo).
Reporting code: 2

Vietnamese

Definition: Soldiers of Vietnamese descent.
Reporting code: V

Unknown

Definition: Soldiers who do not know their ethnic heritage
Reporting code: Z

Other

Definition: A member of an ethnic group not included above.
Reporting code: X

**Section III
Racial/Ethnic Designation Categories (REDCAT)**

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

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

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

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

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

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

FOR THE COMMANDER:

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Glossary

**Section I
Abbreviations**

- AAPAffirmative Action Plan
- AAPPAffirmative Action Plan Panel
- AGAdjutant General
- AR.....Army Regulation
- CHRRSCommunity Housing Relocation and Referral Services
- DA.....Department of the Army
- DCADirectorate of Community Activities
- DCofSDeputy Chief of Staff
- DODDepartment of Defense
- DPWDirectorate of Public Works
- EOEqual Opportunity
- EOAEqual Opportunity Advisor
- EOO.....Equal Opportunity Office
- MSC.....Major Subordinate Commanders
- NCOnoncommissioned officer
- OCS.....Officer Candidate School
- PAM.....Pamphlet
- REDCATRacial and Ethnic Designation Category
- SJAStaff Judge Advocate
- TRADOC.....Training and Doctrine Command
- UCMJ.....Uniform Code of Military Justice
- USAIC.....United States Army Infantry Center
- USMAPS.. United States Army Military Academy Preparatory School

**Section II
Terms**

Goal(s)
Statement of intent on the part of the commander which represents a desired end to be obtained

Equal Opportunity Advisor
enlisted soldier that is school-trained as an equal opportunity advisor to serve as a primary or alternate

Equal Opportunity Representative
officer or enlisted soldier that is school-trained to serve as an equal opportunity representative

Proponent
Staff officer responsible for functional/subject area as determined by duties and responsibilities or agency designated for goal