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ARMY REGULATION  
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DEPARTMENT OF THE ARMY  
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**PERSONNEL--GENERAL**  
**EQUAL OPPORTUNITY PROGRAM IN THE ARMY**

*Effective 1 September 1977*

*This revision consolidates AR 600-21 and AR 600-42. This regulation establishes the requirement for the development and implementation of an Equal Opportunity Program throughout the Active and Reserve Components of the United States Army. Supplementation of this regulation at MACOM level is required. Major commands will furnish one copy of each supplement published to HQDA (DAPE-HRR), WASH DC 20310. Subordinate commands will furnish one copy of each supplement to the next higher headquarters. Wherever used in this regulation, the words "he/him/his" refer to both genders.*

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\*This regulation supersedes AR 600 21, 26 July 1973; AR 600-42, 11 December 1973; DAFO OTA-AC Ltr, 22 Dec 72 (U) subject: Race Relations/Equal Opportunity (RR/EO) Organization Staffing; and DA messages: DAPE-MPT 031410Z Oct 74 (U) subject: DA Civilian RR/EO Staff Officer Training and DAPE MPO-C 291839Z Jun 76 (U) subject: Training of RR/EO Personnel at the Defense Race Relations Institute.

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## CHAPTER 1

### GENERAL PROVISIONS

#### 1-1. Purpose and scope. This regulation—

a. Implements Department of Defense (DOD) directives on:

(1) Equal Opportunity for Military Personnel;

(2) Education in Race Relations for Military Personnel;

(3) Equal Opportunity in Off-Post Housing for Military Personnel.

b. Prescribes the Department of the Army (DA) Program for achieving and maintaining:

(1) Equal Opportunity for military personnel and their dependents, both on- and off-post.

(2) Effective interpersonal/intergroup relationships among military personnel, irrespective of race, color, sex, religion, age or national origin.

c. Applies to military personnel of the Active Army and to all US Army elements and agencies worldwide.

d. Applies to members and units of the National Guard when called to active Federal Service or as modified by appropriate National Guard regulations.

e. Applies to units and members of the US Army Reserve when serving on Active Duty, Active Duty for Training, Annual Training, or in an Inactive Duty Training status.

f. Applies to civilian supervisors of military personnel.

1-2. General. a. Teamwork, unit cohesion and esprit de corps are indispensable to military effectiveness. The Army Equal Opportunity Program directly supports that objective by assuring fair treatment for all and by reducing divisive influences. The program also recognizes that equal opportunity is a basic constitutional right, guaranteed by law.

b. Personal, direct and continuous involvement of commanders at all levels is essential. What the commander does to assure evenhandedness, to eliminate activities which are divisive, and to translate goals into action sets the tone for the entire organization in equal opportunity.

c. The Equal Employment Opportunity Program for DA civilian employees is set forth in Federal Personnel Manual (FPM), chapter 713. *Equal*

*Employment Opportunity*, and DA Civilian Personnel Regulation (CPR) 700, chapter 713.

1-3. Explanation of terms. See appendix A.

1-4. Policy. a. It is the policy of the United States Army to provide equal opportunity and treatment for uniformed members without regard to race, color, sex, religion, age, or national origin.

b. The chain of command is the primary channel for correcting discriminatory practices and for communications on equal opportunity matters.

c. Arbitrary discrimination, on- or off-post, and directed against members of the Army or their dependents, will not be tolerated.

(1) On-post, and any off-post activities offered or otherwise made available to Army personnel (and their dependents), must be open, as appropriate, to all Army personnel (and dependents) regardless of race, color, sex, religion, age or national origin.

(2) Organizations or activities which do not meet the requirement in (1) above will be denied the use of Army facilities and resources. Organizations which use on-post facilities must satisfy the installation commander that they do not discriminate through their actual membership practices or in any of their activities.

(3) Off-post activities, including housing and public accommodations, which do not meet the requirements in (1) above will be placed off-limits or on restrictive sanction.

d. Army Equal Opportunity activities are based on affirmative actions which go beyond non-discrimination and include planned and positive steps to identify and, where found, eliminate existing discriminatory practices, past or present.

e. Army standards for career development must be maintained at all levels commensurate with mission requirements. Reasonable and consistent standards, fairly and intelligently applied to both majority and minority military personnel, are essential.

1-5. Component of the Equal Opportunity (EO) Program. a. The EO Program in the Army is a single program with two equal and complementary components. The program will be imple-

mented at all levels of command and integrated with all other military activities.

b. The Affirmative Actions component consists of a series of initiatives aggressively pursued to search out areas of inequity and discrimination to take corrective action. The objective is to assure that treatment of all personnel is based on merit, fitness, capability and job-related factors, and not arbitrarily on race, color, sex, age, national origin, religion, or other irrelevant factors.

c. The Education and Training component is a continuing Army-wide effort to impart to all members of the Army an awareness concerning equal opportunity matters, to develop positive attitudes toward the program, and to foster good relationships among individuals and groups. Special attention will be given to the Army's expectations concerning the behavior of individual members in carrying out their duties and responsibilities and in their interacting with other personnel. Information about race, age, sex, ethnic and cultural differences in terms of interpersonal and intergroup relations will be included.

**1-6. Responsibilities of key EO officials.** a. *Deputy Chief of Staff for Personnel (DCSPER), HQDA.*

(1) Has general staff responsibility for all plans, policies and actions pertaining to the Army Equal Opportunity Program.

(2) Has general staff responsibility for overall evaluation and assessment of the Army Equal Opportunity Program.

(3) Formulates, maintains, and implements the DA Affirmative Actions Plan (AAP).

(4) Establishes selection criteria for Army attendance at the Defense Race Relations Institute (DRRI).

b. *Director Office of Equal Opportunity (DOEO), ODCSPER, HQDA.*

(1) Acts as the principal staff assistant and advisor to the DCSPER on equal opportunity matters in the Army.

(2) Evaluates and assesses Army Equal Opportunity programs.

(3) Directs the operation of the Office of Equal Opportunity, ODCSPER, and provides guidance, direction and supervision to the assigned staff.

(4) Develops management information and reporting requirements to determine progress toward affirmative action goals.

(5) Allocates Army quotas to DRRI among Active Army, Army National Guard and Army Reserve.

a. *Chief, National Guard Bureau, and Chief, US Army Reserve.*

(1) Monitor and evaluate implementation of EO policies and programs in their respective components.

(2) Assure that sufficient staff positions are established in their respective offices and resources made available to adequately carry out EO Program requirements.

(3) Approve selection of Army Reserve Component personnel to attend the DRRI.

(4) Coordinate information on Army Reserve Component personnel selected to attend the DRRI with DAPE-HRR and Commanding General, US Army Military Personnel Center.

(5) Develop management information and reporting requirements to determine progress toward affirmative action goals.

d. *Commanding General, US Army Military Personnel Center (MILPERCEN).*

(1) Assures equal opportunity in personnel management activities of MILPERCEN.

(2) Develops majority/minority/gender statistical data for personnel management purposes as required by HQDA.

(3) Approves selection of Army personnel to attend DRRI.

(4) Controls DRRI student quotas, military and civilian, for the Army.

(5) Distributes Active Army personnel with MOS OOU/OPMS 41C based upon command authorizations.

e. *Commanding General, US Army Training and Doctrine Command (TRADOC).*

(1) Develops Army doctrine and associated training materials for Equal Opportunity.

(2) Designates an appropriate agency within TRADOC as the responsible agency for development of all Army Equal Opportunity instructions and associated training materials.

(3) Assures that the designated responsible agency establishes liaison with and receives educational guidelines and materials from DRRI.

(4) Assures that EO education and training, appropriate to the needs of students and trainees, is provided in all Service schools and training centers.

(5) Provides assistance with instructional materials to Service schools not under the jurisdiction of TRADOC (Judge Advocate School, US Army Health Services Command, US Army War College) as required.

(6) Monitors the instruction presented by the Defense Race Relations Institute and continuously evaluates how well the Institute meets Army requirements.

(7) Develops and conducts Army-unique instruction for Phase II students of DRRI.

(8) Develops and conducts Army-unique instruction through correspondence courses for Army Reserve Components.

*f. Commanding General, US Army Forces Command (FORSCOM).*

(1) Supervises and evaluates the unit EO training program conducted by USAR troop program units and coordinates with OCAR in conducting EO seminars for USAR General Officers on a continuing basis.

(2) Establishes adequate compliance monitoring procedures to assure the attainment of program objectives for the USAR.

*g. Commanding Generals of major commands.*

(1) Monitor execution of Equal Opportunity Program in all commands, installations, agencies and activities under their jurisdiction.

(2) Establish EO training requirements consistent with command needs and local conditions.

(3) Assure that Equal Opportunity training activities are developed and implemented consistent with established requirements.

(4) Provide for support in equal opportunity matters, as appropriate, in host/tenant agreements developed pursuant to AR 5-5.

(5) Assure that EO programs for military personnel and EEO programs for civilian personnel complement each other.

*h. All commanders and supervisors.*

(1) Actively seek early identification of discriminatory practices and initiate corrective actions to remove factors contributing to them.

(2) Initiate and conduct EO programs which promote equal opportunity and interpersonal/intergroup harmony for all military personnel, their dependents, and civilian employees.

(3) Conduct EO training on a continual basis for commanders, key civilian and military staff personnel to assist them in managing the military EO program.

(4) Conduct EO training consistent with requirements established by MACOM and in conformance with chapter 3 of this regulation.

(5) Monitor and assess the execution of EO programs and policies are executed at all levels within their areas of responsibility.

(6) Assure that allegations of discrimination based on race, color, religion, sex, age, or national origin, by an Army member or employee, are promptly investigated and corrective action taken as appropriate.

(7) Provide full-time staffing of authorized positions and resources to carry out the EO Program.

(8) Assure that personnel policies with respect to EO matters are understood at all levels.

(9) Establish procedures for assessing and reporting the status of EO activities within the command, agency or activity, and monitor compliance with such procedures.

(10) Assure that Public Affairs Officers maintain a close working relationship with all local news media, to include those serving minority groups.

(11) Prevent actions by individuals and groups which are derogatory or inflammatory to those of a different race, color, sex, age, religion, or national origin.

## CHAPTER 2

### AFFIRMATIVE ACTIONS

**2-1. General.** The objectives of the Army Equal Opportunity Program include identifying and eliminating all discriminatory practices; assuring equal opportunity in all favorable personnel actions and equal treatment in all unfavorable personnel actions; supporting the soldier's drive for individual and cultural recognition as a member of the Army team; and maintaining an environment in which each member of the military is assured fair and impartial treatment at all times.

**2-2. Affirmative Actions Plan (AAP).** *a.* An Affirmative Actions Plan (AAP) is a comprehensive management document designed to identify and correct existing inequities in an organization when these inequities are caused by or related to race, color, sex, religion, age, or national origin. It contains positive, planned actions to identify and correct deficiencies in the present system. It assures that each individual is guaranteed equal opportunity for personal and professional growth based on potential and capabilities.

*b.* Realistic AAP's will be developed at each MACOM, installation, separate unit, agency and activity down to brigade or equivalent level. Plans will include objectives, goals, milestones, and timetables necessary to assure program success. AAP's will be reviewed, as necessary, to indicate new actions, as well as to maintain goals already achieved. AAP's will be submitted to the next higher commander for review to assure that they encompass all appropriate subject areas and to provide a degree of consistency.

*c.* Commanders and staff officers are responsible for EO matters falling within their functional areas and will develop comprehensive AAP's to meet the needs of those areas. An Affirmative Action goal will be established for each subject area over which the commander or staff officer, or his/her subordinates, have authority. An illustrative listing of areas which may be appropriate subjects for Affirmative Action goals is at appendix B.

*d.* Quantitative targets should be established on a timetable basis for each affirmative action goal as appropriate.

*e.* Requirements for the development of AAP's for National Guard units will be outlined in appropriate National Guard Bureau regulations.

**2-3. Majority/minority/gender statistical data.** *a.* The DCSPER, HQDA, will collect, record, and maintain majority/minority/gender data and statistics as required. Authorized majority/minority/gender data for HQDA will include, but not be limited to, information required for DA Affirmative Actions Plans.

*b.* Heads of DA Staff elements and MACOM's, separate agencies, and activities who are required to publish AAP's have the authority to collect, record, and maintain majority/minority/gender data and statistics as deemed appropriate.

*c.* Information which describes the race, gender, or ethnic background of individuals will not be included in instructions or orders.

*d.* Though battalion and company/battery/troop detachment commanders are not required to have written AAP's, they must know the Equal Opportunity situation in their organizations. Division/installation commanders or next higher commander for nondivisional units, will prescribe the extent and format of majority/minority/gender statistical data to be maintained at these levels.

*e.* To the extent that data are available from automated systems, those sources should be used.

**2-4. Procedures for processing complaints.** Individuals are encouraged to use command channels for redress of grievances. Commanders will establish complaint procedures in accordance with paragraphs 3-1 through 3-7, AR 20-1, and assure that each member is fully aware of procedures for obtaining redress of complaints, including those against members of the chain of command. These procedures will be in writing and will be displayed prominently, on a permanent basis, where all unit members will have open access to them. The commander will rely on the appropriate staff agencies to aid in handling complaints and grievances. When appropriate an independent investigator should be appointed. Personnel assigned to EO offices should be consulted by such staff agencies

in the resolution of complaints of discrimination but should not be used to investigate such matter.

**2-5. Reporting requirements.** *a.* MACOM's will submit an annual Narrative and Statistical Report on EO Progress (RCS-CSGPA-1471) covering the fiscal year to HQDA (DAPE-HRR) not later than 1 December of each year. HQ. FORS COM will submit EO reports relative to USAR TPU(s) to DAPE-HRR with copy to OCAR.

*b.* The report will outline the progress made in achieving the established equal opportunity goals as reflected in the AAP for the organization. It will contain an assessment of achievements and shortfalls and include plans or actions programed to assure the attainment of the initial goals. Additionally, the report will include problems or conditions that currently exist and the actions proposed to correct them. A suggested format is at appendix C.

**2-6. On-post/off-post activities.** *a.* All on-post facilities and official activities must be open, as appropriate, to all DOD personnel (and dependents) regardless of race, color, religion, sex, age or national origin. Installation commanders have the responsibility for assuring that an organization taking advantage of or using on-post facilities, whether on a reimbursable basis or otherwise, does not engage in discriminatory practices. It is not sufficient to rely solely on the published by-laws or the constitution of the organization. The commander must assess the organization's actual membership practices and their impact upon the command. In cases where questionable practices exist or allegations of discrimination are made, the burden of proof rests with the organization to satisfy the commander that it does not engage in *de facto* discrimination. Failure to substantiate absence of discriminatory practices should result in denial of use of on-post facilities.

*b.* Commanders will be alert for discriminatory practices and will take vigorous action to eliminate discriminatory treatment of military personnel and their dependents. As a minimum, the following actions will be taken to attain these objectives.

(1) Establish liaison with civilian-military councils, civic committees, and other Service and Federal agencies in the area, with a view toward adopting common policies.

(2) Coordinate with State and local Government antidiscrimination bodies in the identification and resolution of problems dealing with discrimination.

(3) Solicit the cooperation of local officials, civic leaders, and community agencies so that military personnel and their dependents are admitted to and assured service in all public facilities such as hotels, motels, restaurants, business establishments, recreation/athletic facilities, theaters, and all community-controlled facilities such as parks, swimming pools and golf courses.

(4) Establish appropriate relationships with local law enforcement authorities to assure that no actual or tacit support is given to discriminatory practices in the community. Commanders must provide for close cooperation with civil law enforcement agencies and assure that incidents involving military personnel are handled expeditiously and that impartial treatment is afforded to all.

(5) Assure that services, facilities, and transportation arrangements are free from discriminatory practices when Government funds are used to pay for services and facilities incidental to travel and accommodations of individuals, groups and units under orders and on official business in areas distant from home installations.

(6) Assure that discrimination-free accommodations are available for participants at official meetings and conferences sponsored by the command.

(7) Provide discrimination-free accommodations for Armed Forces applicants for enlistment processed at Armed Forces Examining and Entrance Stations.

(8) Prohibit military officials from taking part in conferences or speaking before audiences if any group is arbitrarily segregated or excluded from the meeting or from any of the facilities used by the conference or meeting solely on the basis of race, color, religion, age, sex or national origin when such discrimination/segregation has been determined to be in violation of the law.

**2-7. Dependent and civil schools.** *a.* DA policy supports the right of dependent children of military personnel to be assigned to and attend public schools on a nondiscriminatory basis. In implementing this policy, commanders of Army installations and activities in the United States will as-

certain from local school authorities whether their procedures for assignment and transfer of children to public schools are in accordance with Federal law. In situations where these requirements have not been satisfied, commanders will encourage local authorities to comply with the laws and regulations.

b. No Army personnel pursuing an educational program at an institution that unlawfully discriminates in the admission or subsequent treatment of students will be assisted financially from appropriated fund resources. Exceptions to this policy may be authorized upon approval of HQDA when the applicant has previously attended the institution in question and will suffer personal hardship through loss of earned credits if a transfer is required. Requests for exception will be forwarded to HQDA (DAAG-ED), WASH DC 20314.

2-8. **Legal assistance.** Within the framework of the legal assistance program, legal officers may be provided so that members of the Armed Forces who are denied Federally protected rights are accorded due process of law. If the civil rights of members of the Armed Forces seem to be endangered and an appearance in court or other legal action beyond the authority of the legal assistance officer is required, the matter will be reported by the most expeditious means to The Judge Advocate General (HQDA, DAJA-LA), Washington, DC 20310, for possible referral to the Department of Justice.

2-9. **Public accommodations—off-limits actions.**

a. Title II of the Civil Rights Act of 1964 addresses the practice of discrimination and segregation in public accommodations; e.g., privately owned establishments such as hotels, restaurants, gasoline stations, theaters and places of entertainment. If all reasonable efforts and alternatives fail to eliminate off-post discriminatory practices in public accommodations, commanders are authorized and required to place the facility off-limits. The commander concerned will assure that the facts surrounding the allegation of discriminatory practices are developed fully and that the individual or organization alleged to practice such discrimination is afforded a full and fair opportunity to challenge the particular allegations. Cases of discrimination and the resultant action by the commander, including the imposition of

sanctions, will be brought to the attention of the local Armed Forces Disciplinary Control Board in accordance with AR 190-24.

b. Off-limits sanctions against discriminatory establishments may be applied not only to those clearly serving the general public but also to those clubs, activities and organizations that falsely purport to be private while they continue to serve the general public except for minorities. The Army position concerning off-limits actions against establishments which falsely purport to be private clubs, fraternal or otherwise, and public accommodations with discriminatory policies and practices is as follows: If discriminatory practices off-post are found to be directed at selected members of a command and all efforts at conciliation prove unsuccessful, off-limits sanctions are authorized and required. Commanders will place off-limits any function or activity sponsored by a bona fide private club which is open to the general public but excludes minority/gender group members.

2-10. **Equal opportunity in off-post housing.**

a. DOD personnel must have equal opportunity to obtain available housing regardless of race, color, religion, sex, or national origin. This principle applies to—

(1) Military personnel authorized to live in the civilian community; and

(2) DOD civilian employees (US citizens) authorized to live in the civilian community in areas outside of the United States.

b. Listings of off-post housing maintained for referral to DOD personnel will include properly documented assurances of nondiscriminatory practices. The existence of Federal, State, or local open-housing laws does not eliminate the requirement for such assurance. AR 600-18 provides Army policies and procedures regarding equal opportunity in off-post housing.

c. Commanders will establish procedures for receiving and investigating complaints of discrimination in housing in accordance with the provisions of AR 600-18. If the complainant's allegation of discrimination is valid, restrictive sanction will be imposed for a minimum period of 180 days. DOD personnel will not be permitted to enter into a lease, purchase, or rental agreement with an agent or facility which is under restrictive sanction. If, because of discriminatory practices in

the community, suitable housing cannot be obtained by the complainant in a reasonable amount of time, this fact may justify a request, if otherwise eligible, for priority in obtaining military housing or for compassionate relocation.

d. All assignment orders for military personnel governed by this regulation, including temporary duty orders in excess of 30 days, will contain the following statement in the "Special Instructions" paragraph: "You are required to report to the

Family Housing or Housing Referral Office serving your new duty station before making housing arrangements for renting, leasing, or purchasing off-post housing."

e. Personnel seeking temporary or permanent off-post housing will be counseled concerning the Army policy of equal opportunity in off-post housing with emphasis on the obligation of applicants to report any indication of discrimination against them in their search for housing.

## CHAPTER 3

### EDUCATION AND TRAINING

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**3-1. General.** *a.* Education and training stress development of a healthy equal opportunity environment and support actions that counter any discriminatory practices. Organizational and individual actions are required to achieve this environment.

*b.* The objective of equal opportunity education and training is to promote equal opportunity by developing maximum potential of all available talents and resources; by fostering harmonious relations among all personnel under Army control; and by providing positive motivation of all personnel.

*c.* Education and training courses will be conducted through formal training in Army training centers, Army Service schools, USAR schools, Army area schools, and individual units; through special training of Army leaders and managers; and through unit training sessions which stimulate lateral and vertical communications on equal opportunity matters. Instruction will focus on interpersonal relations; the impact of institutional discrimination; equality of opportunity; and contemporary factors influencing unit harmony, effectiveness, and mission accomplishment.

**3-2. Entry level training.** Formal training on equal opportunity will be included in the program of instruction given to all trainees during BCT/BT/OSUT and all newly commissioned officers during the Officers Basic Course. This instruction is designed to familiarize Army personnel with the DA Equal Opportunity Program, to make trainees and students aware of racial, cultural, and gender-related differences and attitudes as they relate to Army activities, and to inform them of what the Army will expect of them in the equal opportunity area.

**3-3. Individual education for Army leaders, managers and supervisors.** *a.* Education in equal opportunity will be institutionalized in the Army Service school system at all levels so that officers, warrant officers, noncommissioned officers and their civilian counterparts know their responsibilities under the Army EO Program and have the requisite sensitivity and skills for dealing with all mat-

ters pertaining to equal opportunity within their authority.

*b.* Education for noncommissioned officers and officers will consist of formal instruction given at NCOES, NCO Academy, Officer Advanced courses and the Command and General Staff College, and any other leadership and development courses. Education will reinforce entry level training and will concentrate on leadership responsibilities. Stress will be placed on the recognition of potential problem areas; on methods and techniques for preventing such problems from arising; ways of dealing effectively with such problems when they do arise; and, in the case of officers, how to develop and conduct an effective EO Program.

*c.* Formal instruction in equal opportunity will be given senior officer, enlisted and civilian personnel at the Sergeants Major Academy, Army War College, as well as in special orientation programs and courses for these groups. Emphasis will be on continuing the education of senior leaders and supervisors in regard to the DA EO Program and on how to direct a successful program in larger and more complex organizations.

*d.* A continuing education program for senior personnel will be provided through intermediate and Senior Service College and the New General Officer Orientation Course. Periodic seminars in equal opportunity for general officers, higher commanders and key staff personnel and designated civilian supervisors are required and will be conducted as prescribed by MACOM's. Emphasis will be on contemporary problems in management of equal opportunity programs.

**3-4. Unit training.** *a.* Commanders are responsible for the training of their units in equal opportunity matters, just as in other areas. The thrust of unit training will be toward informing unit members of policies and activities concerning equal opportunity; familiarizing unit members with racial, ethnic, cultural, and gender-related differences so that such differences can more readily be accepted as positive aspects of American and Army life rather than as negative; and impressing upon unit members the importance of open com-

munication among all unit members as essential to unit effectiveness.

*b.* Minimum unit EO training requirements will be specified by MACOM's. Authority to specify training requirements may be delegated to no lower than division/installation commander. Training requirements include frequency, duration, format, range of topics (or certain mandatory topics), special training for leaders and supervisors, and any other guidance considered appropriate.

*c.* The following represent the minimum DA criteria for local unit training programs:

(1) Members of the chain of command, to include supervisors, will participate in unit equal opportunity sessions as instructors, discussion leaders, or as resource persons for answering questions concerning policy and practices. Commanders/supervisors must be involved and must use their best resources available in presenting EO programs.

(2) Unit training sessions will be conducted in accordance with requirements prescribed by MACOM's.

(3) A unit EO training session may consist of a prepared presentation by a person who is specially-trained or well-qualified to deal with a particular topic; discussion group activities centered around a specific topic and led by a commander or trained discussion leader (DRRI graduate if available or UDL); or some other imaginative or innovative activity designed to increase unit member's knowledge of and interest in methods of improving and maintaining good relations and communication in the unit. Included are such things as cultural awareness groups, lectures, audio-visual presentations, guest speakers, panel discussions, symposium presentations, field trips, observance of events of cultural significance, and displays oriented toward racial, cultural and gender identification and pride.

(4) Training will normally be presented in small groups except in the case of field trips or

the presentation of factual materials where open discussion among group members is not appropriate.

*d.* Guidelines for unit EO training activities are at appendix D.

**3-5. Unit discussion leaders.** *a.* Leaders and supervisors must be prepared to take an active part in unit EO training activities. They may be technically assisted by members of the EO staff at the local level and by specially trained Unit Discussion Leaders (UDL) within their units. However, leaders and supervisors must possess the knowledge and skills to fulfill their personal roles in EO training.

*b.* Principal reliance for the development of the required basic leadership skills and knowledge in EO is placed upon the Army Service School System. This may be supplemented as required by MACOM or local schools.

*c.* Unit Discussion Leaders, whose role is to assist commanders in the conduct of unit EO training and to act as discussion leaders, moderators, or facilitators, will be selected, trained and made available locally, as prescribed by MACOM's. The Army's Unit Discussion Leaders Course Guide outlines course content. DRRI graduates will be used as UDL course instructors in those areas requiring specialized EO knowledge and training skills.

*d.* Military and civilian personnel who have demonstrated aptitude and excellent records of performance will be selected by the commander to receive UDL training locally to prepare them to assist the chain of command in conducting unit EO training activities. As with any other type of specialist, it is incumbent upon the commander to make maximum effective use of trained UDL's. UDL duty will be accomplished on a part-time or additional duty basis. Majority group members and minority group members, men and women, will be given equal consideration in selection for attendance at a UDL course.

## CHAPTER 4

## ORGANIZATION AND STAFFING OF EQUAL OPPORTUNITY OFFICE

4-1. **Command responsibilities.** Commanders at all levels are responsible for the development and implementation of an Equal Opportunity Program for their organizations. In reality, the Commander is the Equal Opportunity Officer and, as such, is assisted by staff members having Equal Opportunity responsibilities.

4-2. **Equal Opportunity Organization.** *a.* Command priority for, commitment to, and involvement in Equal Opportunity matters is reflected in the organizational placement of Equal Opportunity Offices. The Equal Opportunity Staff Officer will have direct access to the commander at all times.

*b.* The basic criterion for placement of the EO office within the organizational structure is to place the office where it can be most effective. Generally, at installation or equivalent levels, the EO office will be within the DCSPER/DPCA/DCSPA/G1 structure, but at the commander's discretion, it may be positioned at the personal or principal staff level.

*c.* Staff personnel with Equal Opportunity as a primary duty will be assigned to assist commanders and installations, organizations and agencies down to and including brigades and equivalent levels. Primary duty positions are specified in applicable MTOE/MTDA documents. Suggested numbers and grades for Equal Opportunity staffing are reflected in chapter 3, section III, AR 570-2 for TOE units and in DA Pamphlets of the 570 series for TDA units. Personnel may be assigned additional duty in EO at battalion/company/detachment or equivalent level.

*d.* Staff EO personnel will not be responsible for the Equal Employment Opportunity Program for civilian personnel. Staff personnel assigned to positions having EO as a primary duty will not be assigned further duties in other human development functions such as drug and alcohol abuse, Army Community Service or public relations. The EO staff will function as any other section within the command and respond to the EO staff at the next echelon only through command channels.

4-3. **Staff responsibilities.** *a.* The EO staff officer is the principal assistant to the commander in the

development and supervision of EO matters. However, it is not intended that the EO staff officer's charter usurp or duplicate the traditional functions of other staff officers who must be involved in EO matters as an integral part of their day-to-day activities. Rather, the EO staff officer is the focal point for, but not the sole operator in, EO matters at the staff level. The EO staff officer also advises and assists other staff officers in carrying out their EO responsibilities.

*b.* As an integral part of their normal functions, the following staff officers have specific Equal Opportunity responsibilities.

(1) DCSPER/G1/S1/DPCA/DCSPA coordinates EO matters with all other personnel programs, including EEO.

(2) DCSOPS/G3/S3/DPT/OCST responsibilities for EO training parallel those for training in other subjects. Matters involving training needs of the command and training content should be coordinated with the EO staff.

(3) AG assures that all personnel management and administrative programs and services are conducted in conformance with command EO policies.

(4) IG inspects EO activities during an inspection and investigates complaints of discrimination within the commander's jurisdiction, as appropriate, under AR 20-1.

(5) PM deals with intergroup law-and-order incidents, or other matters that are criminal in nature.

(6) Housing Referral Office investigates allegations of discrimination in off-post housing.

*c.* Equal Opportunity staff personnel accomplish the usual planning, coordination and supervising functions as other staff officers, and:

(1) Advise and assist the commander, other staff members, and subordinate commanders on equal opportunity matters.

(2) Assist the commander in the development and supervision of the command EO program.

(3) Publish the command AAP from input received from other staff agencies, and assist the commander in assessing progress toward achieving AAP goals.

(4) Maintain liaison with off-post agencies and civic organizations on EO matters as required.

(5) Provide available DRRI graduates to assist in Unit Discussion Leaders training.

**4-4. Equal opportunity personnel.** Equal opportunity staff personnel will be carefully selected to assure that only well-qualified and properly motivated personnel are assigned. Personnel assigned to TDA/MTOE positions will be DRRI graduates or will possess the qualifications for attendance at DRRI. Qualifications, selection criteria, and procedures for attendance of military and civilian personnel at DRRI is at appendix E.

**4-5. Relationship of Equal Opportunity and Organizational Effectiveness functions.** *a.* Organizational Effectiveness involves the military application of selected behavioral science techniques to strengthen the chain of command and to improve the way in which people and groups interact with one another in their day-to-day activities. Equal Opportunity and Organizational Effectiveness are complementary and mutually reinforcing functions, directed toward a common goal.

*b.* There must be a close and continuous working relationship between the Equal Opportunity

Staff Officer and the Organizational Effectiveness Staff Officer. The Organizational Effectiveness Staff Officer can assist the Equal Opportunity Staff Officer in assessing the equal opportunity situation in an organization and can help in the design of activities to achieve equal opportunity objectives. Conversely, the Equal Opportunity Staff Officer can assist the Organizational Effectiveness Staff Officer in identifying equal opportunity problems in an organization and in suggesting ways that the commander might deal with them. These examples of areas of cooperation and coordination are illustrative and cut across nearly all activities of both staff officers.

**4-6. Efficiency report entries.** Rating and endorsing officials, when evaluating personnel, will consider the extent and effectiveness of an individual's leadership and support in Equal Opportunity and Equal Employment Opportunity matters in accordance with reporting procedures in AR 600-200, AR 623-105, and CPR 713. Active participation in and support of Equal Opportunity and Equal Employment Opportunity programs and affirmative action goals are essential criteria in evaluation of military and civilian personnel and should be so noted on efficiency reports.

## APPENDIX A

### EXPLANATION OF TERMS

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- Affirmative Actions.** Efforts by DA activities directed toward assuring that each uniformed member is afforded an equal opportunity in the pursuit of a military profession.
- Affirmative Actions Plan (AAP).** A comprehensive management document which requires quantified goals and timetables from all Army organizations designed to achieve Equal Opportunity for military personnel.
- Equal Opportunity.** Equal Opportunity as used in this directive means equal consideration and treatment based upon merit, fitness and capability.
- Establishment.** Any corporation, partnership, or business entity, whether charitable, nonprofit, or created for profit; any school, training center, or educational institution; any club, any fraternal, social, or political group; any accommodation or association of persons, whether created formally or informally, which either recognizes itself as an entity or is recognized as such by the community at large.
- Goal.** An objective or planning target the Army strives to attain. It is based on realistic prospects of attainment, subject to revision, and may be numerical. It is differentiated from a quota in that mandatory attainment is not required.
- Quota.** A definite fixed number, a fixed proportion, a fixed range, an upward limit or ceiling which restricts upward mobility, or a downward limit which requires not less than a certain number. The major characteristic of a quota is the requirement for mandatory attainment.
- Education and Training.** Efforts by DA activities to eliminate prejudice and discrimination toward racial and ethnic minorities and women; promote racial harmony and develop attitudes supportive of unit teamwork.
- Ethnic Group.** A group of individuals distinguished from the general population, based on actual or perceived cultural criteria (language, life style, religion, mores, and national origin).
- Institutional Discrimination.** The policies, practices or procedures of an institution which result in unequal treatment usually associated with racial, religious, gender, economic or social differences.
- Minority Group.** Any group distinguished from the general population in terms of race, religion, sex, age or national origin.
- Personal Racism (or Sexism).** The acting out of prejudices by individuals against other individuals or groups because of race or gender.
- Agent.** Real estate agency, manager, landlord or owner, as appropriate, of a housing facility doing business with Department of Defense personnel or a Housing Referral Office.
- Complainant.** A military member, adult dependent acting for a military member, or a civilian employee of the Army who submits a complaint of discrimination.
- Housing Discrimination.** The act of denying housing to Army personnel because of race, color, religion, sex, age, or national origin.
- Listed Facility.** A suitable facility listed with the Housing Referral Office as available for military personnel which is not under restrictive sanctions and whose agent and/or owner has provided a nondiscriminatory assurance.

**Restrictive Sanctions.** Actions taken by a commander to preclude Army personnel from entering into a new rental, lease or purchase arrangement with, or otherwise moving into, a housing facility, the agent of which has been found to have discriminated against military personnel. Restrictive sanctions are effective against all facilities owned or operated by the discriminating agent.

## APPENDIX B

### ILLUSTRATIVE SUBJECT AREAS FOR AFFIRMATIVE ACTION GOALS

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Data will be maintained by a quarter and recorded in terms of race, gender, and total for each dimension selected.

1. Enlisted Distribution of the Unit.
2. Promotion without Time in Service and/or Time in Grade Waiver to E-4.
3. Promotion without any Waiver to Grade E-5.
4. Promotion to Grade E-4 with Waiver for Time in Service and for Time in Grade.
5. Promotion to Grade E-5 with Any Waiver.
6. Time in Service at Promotion to Grade E-4.
7. Time in Service at Promotion to Grade E-5.
8. Selection for Military Training (Career Enhancing—Airborne, Ranger, etc.).
9. Completion of Military Training.
10. Selection for NCO Academy.
11. Completion of NCO Academy.
12. Attendance at High School or GED Program.
13. Completion of High School or GED Program.
14. Receipt of Qualification Badges.
15. Awards Received (Good Conduct Medal, Army Commendation Ribbon, Meritorious Service Medal, etc.).
16. Company Commanders.
17. First Sergeants.
18. Company Grade Article 15.
19. Field Grade Article 15.
20. Administrative Separations (total of all chapter 10, 13, 15, TDP and EDP actions, AR 635-200).
21. Courts-martial.
22. Less than Honorable Discharge (Total of Bad Conduct, Dishonorable Conduct and Discharges under other than honorable conditions).
23. Bars to Reenlistment.
24. Career Reenlistments.
25. First Term Reenlistments.
26. Board/Council Representation.
27. IG Complaints.
28. Incidents.
29. Utilization of DRR and UDL Trained Personnel.

**APPENDIX C**

**FORMAT FOR NARRATIVE AND STATISTICAL REPORT  
ON EQUAL OPPORTUNITY PROGRESS (RCS CSG PA-  
1471)**

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- A. General analysis of local conditions.**
- B. Integration of minority groups and women throughout the various military organizational levels.**
- C. Statistical analysis.**
- D. Goals met or accomplished.**
- E. Goals not met and why; planned actions.**
- F. Community affairs.**

## APPENDIX D

### GUIDELINES FOR UNIT EO TRAINING

**D-1. Objectives.** *a.* The general objective of the Army Equal Opportunity Program is to support and reinforce the goals of establishing and maintaining harmonious personal and group relationships among all Army personnel and eliminating both the existence and the perception of the existence of personal and institutional discrimination.

*b.* There are four specific learning objectives.

(1) To facilitate and improve the soldier's understanding of the entire Equal Opportunity Program for the United States Army.

(2) To inform unit members about potential sources of minority/gender dissatisfaction and interracial/intersexual tension in the Army and about what the Army is doing to remove any grounds for dissatisfaction and tension in specific areas.

(3) To increase the soldier's understanding and acceptance of different cultural modes.

(4) To provide the chain of command with contemporary information and feedback on the status and progress of the Equal Opportunity Program.

**D-2. Guidelines for establishing and maintaining a Unit Equal Opportunity Program.** *a.* Unit commanders are responsible for ensuring that each organization has a relevant and viable Equal Opportunity education and training component. The MACOM commander will establish minimum education and training requirements for subordinate organizations consistent with command needs and local conditions. However, the content and development of local programs is left up to individual commanders.

*b.* The following guidelines/suggestions are provided to assist commanders in determining the appropriate training criteria best suited for their individual units.

(1) Determine the level of awareness and the degree of knowledge of Equal Opportunity of personnel currently assigned to the organization.

(2) Select the best method of training based on the results of the initial survey of basic needs. To assist in this effort the Army has developed DA Pamphlet 600-42; which outlines 13 suggested Equal Opportunity topics which commanders may utilize. Additionally, each installation or major

unit normally conducts a Unit Discussion Leaders Course which a commander may attend or send a representative.

(3) Once the commander determines the topic and method of presentation, the instructor/project officer/NCO is selected; and the time and training sites are established and confirmed.

(4) Finally, the commander will assure that the training is scheduled and attendance is mandatory for all unit personnel. Adequate compliance monitoring procedures must be implemented to assure quality of training and maximum participation of all members of the command, without exceptions.

**D-3. Training tasks.** *a.* To achieve specific objective "(1)":

(1) Clearly outline DA policy on Equal Opportunity.

(a) AR 600 21;

(b) MACOM supplements to the regulation;

(c) Local policy and goals.

(2) Assure that all individuals are informed and understand Army and unit selection/promotion procedures. These selective procedures include command discretionary acts that directly or indirectly affect soldiers' career opportunity/progression (promotion, awards, schooling, etc.) as well as unit procedures for duty details, assignment, etc.

(3) Assure that all individuals are informed and understand the Army's position on:

(a) Degrading/abusive treatment;

(b) Unequal punishment for comparable offenses;

(c) Discriminatory use of pretrial confinement;

(d) Discriminatory use of discharges;

(e) Majority/minority/gender-based favoritism within the chain of command.

(4) Explain, and outline the purpose and goals of Affirmative Action Plans.

*b.* To achieve specific objective "(2)":

(1) Provide discussions and education programs that educate all individuals on the nature of attitudes, perceptions and interpersonal behavior.

(2) Provide continued discussions and educational programs to inform individuals on the effects and consequences of degrading/abusive language, threats, insults, and harassment when directed towards others.

(3) Explain and discuss the nature and consequences of institutional discrimination and how it might occur within the unit.

(4) Provide discussions on the expectations of minorities and women for legal and practical equality for such items as:

- (a) PX items;
- (b) Commissary items;
- (c) Club music and entertainment;
- (d) Military justice and treatment.

c. To achieve specific objective "(3)":

(1) Provide discussions and unit educational programs to educate all individuals on racial and minority, as well as women's, backgrounds/history/military experience.

(2) Provide discussions and unit educational programs that clearly demonstrate both the negative and positive aspects of:

- (a) Cultural symbolism;
- (b) Group polarization;
- (c) Peer group influence.

(3) Provide discussions and unit educational programs that center on the role and expectations of women in the Army.

d. To achieve specific objective "(4)":

(1) Provide continuous training to the chain of command on methods and procedures for measuring troop attitudes, perceptions and results to determine if Equal Opportunity objectives have been achieved.

(2) Provide training to the chain of command on methods and techniques for assuring that unit selection procedures are nondiscriminatory.

(3) Provide training to the chain of command on the analysis and evaluation of unit military justice statistics.

(4) Provide training to the chain of command on complaint procedures.

**D-4. Performance standards.** a. All individuals will have a better understanding of the Army Equal Opportunity Program.

b. Commanders and the chain of command will be able to analyze and evaluate unit selection procedures to assure that they are nondiscriminatory.

c. Commanders and the chain of command will be able to analyze and evaluate unit military justice statistics to assure that they are nondiscriminatory.

d. All soldiers will have a better understanding and acceptance of the cultures and life styles different from their own.

e. All soldiers will understand the negative effects of various forms of discrimination.

f. Units will have adequately trained unit discussion leaders to lead equal opportunity discussions and education sessions.

g. All soldiers will have a better understanding of the negative effects of institutional racism/sexism/discrimination.

h. All soldiers will know more about the status and function of women in the Army.

i. Commanders will be able to assess their racial/human relation climate more validly as a consequence of the unit equal opportunity educational and training program.

## APPENDIX E

## QUALIFICATIONS, SELECTION CRITERIA, AND PROCEDURES FOR ATTENDANCE AT DRRI

**E-1. General.** *a.* The Department of the Army has established the following policies and procedures for training officer and enlisted personnel at the Defense Race Relations Institute (DRRI), Patrick Air Force Base, Florida.

*b.* The concept of training calls for a two-phased curriculum of study. Phase I is five weeks in length for all individuals. Phase II is five weeks in length for individuals in grades E-5 through E-7 and three weeks in length for officers and for enlisted personnel in grades E-8 and E-9. Upon graduation, the Institute will award the MOS OOU to enlisted personnel and an ASI 5T to officers. Formal attendance at both phases of DRRI mandatory in obtaining the MOS/ASI for either enlisted or officer personnel. Commanders are precluded from designating MOS OOU or ASI 5T to individuals who have not attended both phases of the DRRI course.

*c.* Quotas for DRRI are announced to IIQDA each Fiscal Year by OSD. These quotas are "controlled" by the Commanding General, MILPERCEN, and may not be distributed to major commands.

**E-2. Responsibilities.** The Commanding General, MILPERCEN, will accomplish the following duties:

*a.* Select qualified officers, based upon validated requisitions, for attendance at DRRI en route to their next permanent change of station.

*b.* Approve qualified enlisted and officer volunteers.

*c.* Review available Career Management File for officers and Official Military Personnel File (OMPF) for enlisted personnel to assure that individuals meet the prerequisites, have consistently demonstrated high standards of character, discretion, and performance necessary to perform in the Army's EO programs.

*d.* Assure that applicants' performance, suitability and conduct are consistent with established standards for RR/EO personnel.

*e.* Issue assignment instructions indicating that an individual is programed to fill a requirement for MOS OOU or SSI 41C by the gaining com-

mand, if an individual is programed to attend DRRI enroute to a permanent change of station. If individual is relieved or removed for cause, that information should be reported to MILPERCEN. In the case of enlisted personnel, a commander may initiate reclassification if deemed appropriate.

*f.* Monitor the utilization of DRRI graduates.

*g.* Not assign officers to repetitive EO positions.

*h.* Return through command channels applications that do not meet the prerequisites of this appendix.

**E-3. Prerequisites for officer and enlisted personnel who attend DRRI.** *a.* Have demonstrated leadership attributes.

*b.* Must have one year of service remaining after completion of course.

*c.* Must not have traits of character which are questionable, such as financial irresponsibility, emotional instability, heavy drinking, gambling, or drug abuse.

**E-4. Officer prerequisites. Must—**

*a.* Be in grade of 1LT to fill a LT position. 1LT (P)/CPT will be assigned to a CPT position. 2LT's will not be approved for attendance nor will a 1LT nonpromotable be approved to fill a CPT position.

*b.* Have had a minimum of 12-18 months or more of platoon leader or equivalent leadership experience.

*c.* Have a minimum of two years college credits or equivalent.

*d.* Meet the general prerequisites described in paragraph three of this appendix.

**E-5. Enlisted prerequisites. Must—**

*a.* Be in grade E-5 to E-9 and serving on second or subsequent enlistment. If NCO E-5, must state willingness to be laterally appointed to SP5/E-5.

*b.* Initiate the application for attendance.

*c.* Not be receiving VRB, SRB, or enlistment bonus. In addition, applications from individuals in a critical shortage MOS will only be considered on a case-by-case basis.

*d.* Possess an excellent military record.

*e.* Must have verified PMOS proficiency on latest skill qualification test.

f. Must not have recent or extensive history of punishment under UCMJ or time lost during current enlistment. Recent history is considered within the last two years.

g. Must have a minimum of 100 (not waivable) in GT and GL aptitude areas.

h. Must be a high school graduate or equivalent.

**E-6. Procedures for volunteering for assignment in the EO field.** a. Individual must initiate the application on DA Form 2496 (Disposition Form) and indicate desired attendance dates at DRRI.

b. Application will contain request for reclassification into MOS OOU if enlisted or assignment within SSI 41C (Personnel Management Specialty) if an officer.

c. All applications must also contain the following information:

- (1) Name, grade, and SSN;
- (2) PMOS, if enlisted, or primary/alternate specialty if an officer;
- (3) Latest enlisted Skill Qualification Test score;
- (4) Present enlisted Duty MOS or officer Duty Specialty;
- (5) Race or national origin;
- (6) Security clearance;
- (7) Education Category;
  - (a) Cat I—High school graduate or equivalent;
  - (b) Cat II—Some college but less than a Bachelors Degree;
  - (c) Cat III—College graduate and above:
- (8) BASD;
- (9) ETS;
- (10) Enlisted personnel who have an enlistment or previous school commitment must include a statement as required by paragraph 11-3c, AR 614-200.
- (11) Individuals who previously attended Phase I of DRRI but have not attended Phase II must include a copy of their graduation certificate.
- (12) All applications must include a copy of the DA Form 2 and 2-1.

d. All applications will include a statement by individuals that they agree to defray costs of BOQ/BEQ and whatever additional expenses

which may occur during the first 30 days TDY to DRRI.

**E-7. Procedures for processing applications from volunteers.** a. Applications will be forwarded through the individual's unit commander who will indicate that the applicant has demonstrated leadership and instructor potential and that applicant does not have questionable traits of character.

b. Commands will indorse application and include:

(1) A statement that the applicant has been interviewed by a field grade officer in the chain of command and that a review of the applicant's Military Personnel Records Jacket (MPRJ) indicates that he/she meets each of the established prerequisites announced in this appendix.

(2) A comment indicating if an applicant is to be sent TDY and return to parent organization or TDY to DRRI enroute to a new assignment.

(3) A statement that sufficient funds are available to defray cost at installation/command level, if applicant is going TDY to DRRI and returning to his/her parent unit.

(4) A description of the specific position vacancy and a statement that the applicant will be applied against that position for a utilization tour of at least 12 months upon completion of the course, if applicable.

(5) The identification of the requisition number to be cancelled by MILPERCEN for each individual that is sent TDY and return to parent unit.

c. Applications that meet all prerequisites will be forwarded early enough to arrive at MILPERCEN at least 45 days prior to the starting date of the desired class. Applications from enlisted personnel should be addressed to: Commander, MILPERCEN, ATTN: DAPC-EPM-A, 2462 Eisenhower Avenue, Alexandria, VA 22331. Applications from officers should be addressed to: Commander, MILPERCEN, ATTN: DAPC- (Appropriate Officer Division, i.e., Combat Arms, Combat Support Arms, Combat Service Support, Major Division or LTC Division), 200 Stovall Street, Alexandria, VA 22332.

**E-8. General policies and criteria.** a. Enlisted personnel must be volunteers. Those personnel who have not attended both phases of DRRI and

possess MOS OOU do not have to make formal application, but should assure that a current Enlisted Preference Statement is forwarded to DAPC-EPM-A indicating their desire for attendance. These individuals will be programed, by MILPERCEN enroute to their next assignment. Personnel in MOS OOU who decline attendance will be mandatorily reclassified.

b. MILPERCEN will select qualified officer personnel for attendance at DRRI enroute to their next assignment. Qualified officers who have a desire to work in the EO field may volunteer. Officer assigned to RR&EO positions will ordinarily be programed for 12-18 months at unit or installation level.

c. Officers who have not attended both phases of DRRI but who have been classified with SSI 41C (old MOS 2350) must make application to the appropriate MILPERCEN graded division for training at DRRI.

d. Commanding General, MILPERCEN, will fill validated requisitions with officers or enlisted personnel. However, this does not preclude individuals from volunteering and returning to a parent unit.

e. When an individual has been approved by MILPERCEN for attendance, the following special instructions must be part of the individual's TDU/PCS orders:

(1) Report not later than 1800 hours (day prior to class starting date or NET 3 days prior to class starting date) to Bldg 400, Patrick AFB, Florida 32925.

(2) The uniform for DRRI classes is service uniform appropriate to the season.

(3) The uniform for DRRI graduation is the service uniform.

(4) Appropriate civilian clothing is authorized for off-duty wear and will be worn for a field trip to Miami, FL.

(5) Class closes (date).

(6) Authorization for variation of itinerary is in accordance with JTR Vol 1, chapter 3, paragraph M3050(4).

(7) Applicants on PCS will hand carry their MPRJ (field 201 File) and finance records to DRRI.

(8) Applicants who are to return to their parent unit will carry one copy of their unit's Affirmative Actions Plan with them to DRRI.

(9) Applicant will be required to reside in BEQ/BOQ at a rate of \$14.00 per day (reimbursable). Payment for quarters is made on the 15th and last day of each month.

(10) Applicant will be required to defray the cost of a two-day field trip to Miami, Florida, during the course of DRRI (estimated cost is \$75.00), which is reimbursable.

f. Personnel with PMOS OOU who are approved for attendance for Phase II should have the MPRJ thoroughly screened to assure that they have previously attended Phase I. If an individual has not been to Phase I and is scheduled for Phase II, it should be reported telephonically to Autovon 221-7664.

**E-9. DA civilian EO staff officer training.** a. Civilian quotas for DRRI will be controlled by MILPERCEN. Chief, National Guard Bureau and Chief, US Army Reserve will control quotas for their respective agencies and prescribe the manner in which civilian requests will be submitted.

b. Commanders desiring to send civilian EO staff officers to DRRI will make application (DA Form 2496) to their MACOMs. If approved, the MACOM will request a quota from MILPERCEN ATTN: HQDA (DAPC-MSO). MILPERCEN will provide the quota to the requesting command and if all quotas are filled, the request will be considered for a subsequent class if the MACOM desires. Requests for quotas must be submitted so as to arrive at MILPERCEN not later than 45 days prior to starting date of requested class and should be in writing.

c. When the requesting command receives and approved quota, the command will provide the director of DRRI the following information: name, grade, SSN, race, educational level, military mailing address and course number. Information is to be transmitted electrically.

d. Prerequisites for attendance at DRRI.

(1) Be in civilian grade GS-7 or above.

(2) Occupy or be scheduled at occupy EO staff position.

(3) Be a volunteer.

(4) Be committed to the tenets of the DA EO Program as determined in an interview conducted by the commander on whose staff he will be assigned.

(5) Be capable of assimilating college level instructional material.

e. MACOM's when requesting quotas will provide the following information to MILPERCEN:

(1) Class desired to attend.

(2) Willingness to accept quota in subsequent class if requested class is filled.

f. Funding for TDY will be provided by attendee's unit of assignment.

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The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPE-HRR) WASH DC 20310.

By Order of the Secretary of the Army:

Official:

PAUL T. SMITH

*Major General, United States Army*

*The Adjutant General*

BERNARD W. ROGERS  
*General, United States Army*  
*Chief of Staff*

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