

Department of the Army  
Pamphlet 600-26

Personnel-General

# Department of the Army Affirmative Action Plan

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Department of the Army  
Washington, DC  
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**Unclassified**

# ***SUMMARY of CHANGE***

DA PAM 600-26

Department of the Army Affirmative Action Plan

This revision--

- o Aligns requirements outlined in DOD Directive 1350.2, DOD Instruction 1350.3, and AR 600-20.
- o Updates goals and objectives for Heads of Department of the Army Staff agencies who are proponents for specific HQDA affirmative actions (chap 2).
- o Develops and identifies a data collection system to support affirmative actions (chap 2).
- o Requires Equal Opportunity Advisors to conduct in-depth internal assessments semiannually (chap 3).

Personnel–General

Department of the Army Affirmative Action Plan

By Order of the Secretary of the Army:

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**History.** This update printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

**Summary.** This pamphlet presents the goals

and objectives of the Department of the Army, Army Staff agencies, and major Army commands in support of the Department of the Army Equal Opportunity Program. It establishes specific affirmative actions, policies, and responsibilities for management personnel to ensure all military members are treated with fairness, justice, and equity without regard to race, religion, color, gender, or national origin.

**Applicability.** The pamphlet applies to military personnel of the Active Army and U.S. Army Reserve (USAR), and to heads of Army Staff and major Army commands. It does not apply to the Army National Guard.

**Proponent and exception authority.** Not applicable.

**Interim changes.** Interim changes to this pamphlet are not official unless they are authenticated by The Adjutant General. Users

will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested Improvements.** The proponent agency of this pamphlet 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) directly to HQDA (DAPE-MPH-E), WASH, DC 20310–0300.

**Distribution.** Distribution of this publication is made in accordance with the requirements on DA Form 12–09–E, block number 2358, intended for command level B for Active Army, none for Army National Guard, and D for U.S. Army Reserve.

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\* This pamphlet supersedes DA Pam 600–26, 13 December 1985.

**RESERVED**

# Chapter 1 Introduction

## Section I Summary

### 1-1. Purpose

This pamphlet is the Department of the Army (DA) Affirmative Action Plan (AAP). It sets forth the goals and objectives of the DA, Army Staff agencies, and major Army commands (MACOMs) which constitute affirmative actions in support of the DA Equal Opportunity (EO) Program.

### 1-2. References

*a. Required publication.* AR 600-20, chapter 6, Equal Opportunity Program in the Army. (Cited in paras 1-5, 1-8, 1-9, 2-10, and 2-13.)

*b. Related publications.*

- (1) AR 20-1, Inspector General Activities and Procedures.
- (2) AR 190-45, Law Enforcement Reporting.
- (3) Department of Defense Directive (DODD) 1350.2, The Department of Defense Equal Opportunity Program.
- (4) Department of Defense Instruction (DODI) 1350.3, The Department of Defense Affirmative Action Planning and Assessment Process.

*c. Prescribed forms.*

- (1) DA Form 2819, Law Enforcement and Discipline Report.
- (2) DD Form 2509, Military Equal Opportunity Assessment.

### 1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are explained in the glossary.

### 1-4. Objective

*a.* The objective of the AAP is to identify and establish goals, responsibilities, and policies that support the Army EO Program. The thrust of the Army EO Program continues to be, "to firmly embed the equal opportunity function within the Army's leadership framework." Fairness, justice, and equity for all soldiers, regardless of race, color, ethnicity, gender, or religion are obligations of leadership and functions of command.

*b.* To accomplish any mission, leaders must ensure that their units are properly trained and that their soldiers, their equipment, and they, themselves, are in the proper state of readiness at all times. Soldiers must be committed to accomplishing the mission through unit cohesion developed as a result of a healthy leadership climate. Leaders at all levels promote individual readiness by developing competence and confidence in their subordinates. A leadership climate in which all soldiers perceive they are treated with fairness, justice, and equity is crucial to the development of this confidence.

*c.* The AAP must direct affirmative actions in support of Army policy that will provide equal opportunity and treatment for all soldiers regardless of race, color, gender, religion, or national origin. It must reflect the high priority afforded these important tasks and the commitment of the Army to achieve its objective.

### 1-5. Scope

*a.* The Army AAP is a personnel management document; it fulfills a specific DOD requirement that military departments develop and publish comprehensive EO AAPs. It aligns requirements outlined in DODD 1350.2, DODI 1350.3, and AR 600-20.

*b.* Actions directed in this document are designed to-

- (1) Prevent personal discrimination and assure opportunities for upward mobility for all qualified soldiers.
- (2) Provide informational sources concerning the demographics of the Army.
- (3) Infuse AAPs into military organizations by placing affirmative action responsibility into the hands of commanders.

### 1-6. Racial and ethnic designation categories (REDCAT)

*a.* The race or population group and ethnic group designations in tables 1-1 and 1-2 are the standard DOD categories and reporting codes.

*b.* To avoid double-counting of racial and ethnic group statistics, the guide in table 1-3 is provided. REDCAT will be used to display data on race and ethnicity within the U.S. Army.

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**Table 1-1**  
**Reporting codes—race/population group**

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**Race/population group:** American Indian

**Definition:** A soldier having origins in any of the original peoples of North America.

**Reporting codes:** R

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**Race/population group:** Asian

**Definition:** A soldier having origins in any of the original peoples of Asia, including China, Japan, and Korea.

**Reporting codes:** M

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**Race/population group:** Black

**Definition:** A soldier having origins in any of the Black racial groups of Africa or other areas.

**Reporting codes:** N

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**Race/population group:** White

**Definition:** A soldier having origins in any of the original peoples of Europe, North Africa, or Middle East.

**Reporting codes:** C

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**Race/population group:** Other

**Definition:** A member of a race not included above.

**Reporting codes:** X

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**Race/population group:** Unknown

**Definition:** Soldiers who do not know their ethnic heritage.

**Reporting codes:** Z

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**Table 1-2**  
**Reporting codes—ethnic group**

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**Ethnic group:** Mexican

**Definition:** Soldiers of Mexican descent.

**Reporting codes:** 6

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**Ethnic group:** Puerto Rican

**Definition:** Soldiers of Puerto Rican descent.

**Reporting codes:** 4

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**Ethnic group:** Cuban

**Definition:** Soldiers of Cuban descent.

**Reporting codes:** 9

---

**Ethnic group:** Latin American

**Definition:** Soldiers of Central and South American descent.

**Reporting codes:** S

---

**Ethnic group:** Other

**Definition:** Soldiers of Spanish extraction not delineated as Mexican, Puerto Rican, Cuban, or Latin American.

**Reporting codes:** 1

---

**Ethnic group:** Aleut

**Definition:** Soldiers of Aleutian descent.

**Reporting codes:** 8

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**Ethnic group:** Eskimo

**Definition:** Does not include Aleuts.

**Reporting codes:** 7

---

**Ethnic group:** U.S./Canadian Indian tribes

**Definition:** Soldiers belonging to U.S. or Canadian Indian tribes (other than Aleut or Eskimo).

**Reporting codes:** 2

---

**Ethnic group:** Chinese

**Definition:** Soldiers of Chinese descent.

**Reporting codes:** G

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| <b>Table 1-2</b><br><b>Reporting codes—ethnic group—Continued</b>  |
|--|
| <b>Ethnic group:</b> Japanese<br><b>Definition:</b> Soldiers of Japanese descent.<br><b>Reporting codes:</b> J   |
| <b>Ethnic group:</b> Korean<br><b>Definition:</b> Soldiers of Korean descent.<br><b>Reporting codes:</b> K   |
| <b>Ethnic group:</b> Indian<br><b>Definition:</b> Soldiers from India or of Indian descent.<br><b>Reporting codes:</b> D   |
| <b>Ethnic group:</b> Filipino<br><b>Definition:</b> Soldiers of Filipino descent.<br><b>Reporting codes:</b> 5   |
| <b>Ethnic group:</b> Vietnamese<br><b>Definition:</b> Soldiers of Vietnamese descent.<br><b>Reporting codes:</b> V   |
| <b>Ethnic group:</b> Other Asian descent<br><b>Definition:</b> Soldiers of Asian descent not delineated separately as Chinese, Japanese, Korean, Indian, Filipino, or Vietnamese.<br><b>Reporting codes:</b> 3 |
| <b>Ethnic group:</b> Melanesian<br><b>Definition:</b> Soldiers of Melanesian descent.<br><b>Reporting codes:</b> E   |
| <b>Ethnic group:</b> Polynesian<br><b>Definition:</b> Soldiers of Polynesian descent.<br><b>Reporting codes:</b> L   |
| <b>Ethnic group:</b> Other Pacific Island descent<br><b>Definition:</b> Soldiers of Pacific Island descent, not delineated separately as Melanesian, Micronesian, or Polynesian.<br><b>Reporting codes:</b> Q  |
| <b>Ethnic group:</b> Other<br><b>Definition:</b> A member of an ethnic group not included above.<br><b>Reporting codes:</b> X  |
| <b>Ethnic group:</b> Unknown<br><b>Definition:</b> Soldiers who do not know their ethnic heritage.<br><b>Reporting codes:</b> Z  |

| <b>Table 1-3</b><br><b>Racial/ethnic designation categories (REDCAT)</b>  |
|---|
| <b>When race code equals:</b> R<br><b>And ethnic codes equals:</b> 8, 7, or 2.<br><b>Then report as:</b> American Indian/Alaskan Native.                                |
| <b>When race code equals:</b> M, C, N, X, or Z<br><b>And ethnic codes equals:</b> G, J, K, 5, D, V, 3, E, W, L, or Q.<br><b>Then report as:</b> Asian/Pacific Islander. |
| <b>When race code equals:</b> N<br><b>And ethnic codes equals:</b> X or Z.<br><b>Then report as:</b> Black, not of Hispanic origin.                                     |
| <b>When race code equals:</b> C<br><b>And ethnic codes equals:</b> X or Z.<br><b>Then report as:</b> White, not of Hispanic origin.                                     |
| <b>When race code equals:</b> C, N, X, or Z.<br><b>And ethnic codes equals:</b> 6, 4, 9, S, or 1.<br><b>Then report as:</b> Hispanic.                                   |
| <b>When race code equals:</b> X or Z.<br><b>And ethnic codes equals:</b> X or Z.<br><b>Then report as:</b> Other/Unknown.   |

## Section II Responsibilities

### 1-7. The Heads of Headquarters, Department of the Army (HQDA) agencies and MACOMs

Heads of HQDA agencies and MACOMs will—

- a. Implement EO plans, policies, and programs.
- b. Investigate any complaints or grievances received and take appropriate action as necessary.

### 1-8. Army Staff

a. The Heads of Army Staff agencies will develop and implement agency AAPs.

- b. The Army Staff will—
  - (1) Act as proponents of respective actions directed in chapter 2.
  - (2) Develop individual plans to support their affirmative actions.
- c. The Deputy Chief of Staff for Personnel (DCSPER), HQDA, will—

- (1) Have General Staff responsibility for this plan.
- (2) Act as the proponent of respective actions directed in chapter 2.
- (3) Ensure that the plan is executed by Army Staff agencies and MACOMs.

d. The Commanding Generals (CGS) of MACOMs will—

- (1) Per AR 600-20, chapter 6, ensure that AAPs are developed at each MACOM, installation, separate unit, agency, and activity down to brigade or equivalent level to include service schools.
- (2) Act as proponents of MACOM affirmative actions in chapter 2.
- (3) Ensure that MACOM AAPs are submitted to HQDA (DAPE-MPH-E) WASH DC 20310-0300 for review.

### 1-9. Reporting

a. The Heads of HQDA proponent agencies will—

- (1) Submit an annual narrative and statistical report on affirmative action progress (RCS CSGPA-1471 (R1)) covering the fiscal year (FY) to HQDA (DAPE-MPH-E), WASH DC 20310-0300, by 30 November of each year.

(2) Submit to DAPE-MPH-E a statistical portrayal by REDCAT and gender of enlisted, warrant officer promotions; command selection; and school selections on the date of publication and release of the list. Lists will be accompanied by a statistical portrayal of selection board membership by REDCAT and gender.

b. The CGS of MACOMs will—

- (1) Submit quarterly to DAPE-MPH-E, within 30 calendar days of the end of each quarter, a Quarterly Equal Opportunity Complaint Report as required by AR 600-20, chapter 6, (RCS-CSGPA-1471 (R1)).

(2) Submit annual narrative and statistical reports of command affirmative action progress covering the FY to HQDA (DAPE-MPH-E) WASH DC 20310-0300 by 30 November as required in AR 600-20, chapter 6, for the fiscal year completed (RCS-CSGPA-1471(R1)).

(c) The Commander in Chief, Forces Command (CINC, FORSCOM) will submit AAP reports for the U.S. Army Reserve (USAR) through the Office of the Chief, Army Reserve (OCAR) to HQDA (DAPE-MPH-E) WASH DC 20310-0300.

d. The DCSPER will—

- (1) Coordinate the revision and update of the AAP as required.
- (2) Submit an annual assessment of AAP progress under DODI 1350.3.

## Chapter 2 Affirmative Actions

### 2-1. Identification

This chapter contains affirmative action goals and objectives. Goals are intended to be realistic and achievable, with measurable prospects of attainment. Goals are not ceilings, nor are they base figures

that are to be reached at the expense of requisite qualifications and standards. In affirmative action efforts, goals are not quotas. Goal development or accountability for affirmative action goals will be with the commander or functional manager who has the resources and authority to control or influence the outcome of specific affirmative actions.

## 2-2. Assessment and communication

- a. Subject.* Annual assessment of the DA AAP.
- (1) *Proponent.* HQDA (DAPE-MPH-E).
  - (2) *Objective.* Evaluate the effectiveness of DA APP.
  - (3) *Affirmative action(s).*
    - (a) Prepare an annual assessment of the DA AAO and submit it to appropriate agencies in the DOD and the DA according to current directives.
    - (b) Incorporate the assessment of each individual goal and objective prepared by the respective Army Staff proponent agencies.
    - (c) Use all appropriate assessment means to ensure that a comprehensive evaluation is provided.
    - (4) *Goal(s).* The annual assessment will present an accurate, balanced, and objective appraisal of the DA AAP.
    - (5) *Milestone(s).* Assessment is due annually to DOD by 1 February following the completed fiscal year.
    - (6) *Basis of goal(s).* DODI 1350.3.
- b. Subject.* Army Public Affairs Program.
- (1) *Proponent.* Office of the Chief of Public Affairs, Office of the Secretary of the Army (OSA).
  - (2) *Objective.* Increase awareness of the Army's affirmative actions in support of equal opportunity.
  - (3) *Affirmative action(s).*
    - (a) Publish articles in support of EO to internal audiences using all available command information media; focus on progress, new initiatives, and items of special interest; and support other proponents' informational requirements.
    - (b) Inform external publications of new policies and developments in the Army Equal Opportunity Program.
    - (c) Distribute relevant new releases to minority-oriented publications.
    - (d) Promote the use of neutral language in Army public affairs information releases to include photography, cartoons, and other visual media.
    - (4) *Goal(s).*
      - (a) Increase understanding of affirmative action programs in the Total Army.
      - (b) Develop and distribute news releases on significant developments in the Army Equal Opportunity Program.
    - (5) *Milestone(s).* Review progress annually.
    - (6) *Basis for goal(s).* Social, moral, and legal significance of this program.

## 2-3. Recruitment and accessions

- a. Subject.* Enlisted accessions.
- (1) *Proponent.* HQDA (DAPE-MPA).
  - (2) *Objective.* Ensure all qualified individuals have an EO for service in the Army.
  - (3) *Affirmative action(s).* Maintain accession data by REDCAT, gender, military occupational specialty (MOS), non-prior and prior service, to determine distribution throughout the force.
  - (4) *Goal (s).* Ensure that all categories have an EO for access into any MOS according to their qualifications, specialty preferences, and the needs of the Army.
  - (5) Review annually and provide results of review to DAPE-MPH-E on DD Form 2509 by 30 November for the fiscal year completed, along with previous years' data.
  - (6) *Basis of goal(s).* DODI 1350.3 and demographics of eligible population.
- b. Subject.* Officer accessions-ROTC (non-scholarship accessions).
- (1) *Proponent.* HQDA (DAPE-MPO-D).

(2) *Objective.* Ensure all qualified non-scholarship members of the ROTC program have an EO for commissioning into the Army.

(3) *Affirmative action.* Maintain commissioning results (by REDCAT and gender) and review for disparities.

(4) *Goal(s).* Commissioning rates for qualified members of each category should be comparable to the overall commissioning rate for the total population of ROTC non-scholarship members being commissioned.

(5) *Milestone(s).* Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE-MPH-E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis of goal(s).* DODI 1350.3 and demographics of eligible population.

*c. Subject.* Officer accessions-ROTC (scholarship accessions).

(1) *Proponent.* HQDA (DAPE-MPO-D).

(2) *Objective.* Ensure all qualified scholarship members of the ROTC program have an EO for commissioning into the Army.

(3) *Affirmative action(s).* Maintain commissioning results (by REDCAT and gender) and review for disparities.

(4) *Goal(s).* Commissioning rates for each category should be comparable to the overall commissioning rate for the total population of ROTC scholarship members being commissioned.

(5) *Milestone(s).* Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE-MPH-E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis of goal(s).* DODI 1350.3 and demographics of eligible population.

*d. Subject.* Officer accessions-ROTC (senior ROTC MS III-enrollment).

(1) *Proponent.* HQDA (DAPE-MPO-D).

(2) *Objective.* Ensure that all qualified individuals have an EO for senior ROTC MS III enrollment.

(3) *Affirmative action(s).* Maintain enrollment results (by REDCAT and gender) and review for disparities.

(4) *Goal(s).* Senior ROTC MS III enrollment rates for qualified applicants in all categories should be comparable to the overall enrollment rate of the total population of qualified applicants for MS III.

(5) *Milestone(s).* Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE-MPH-E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis of goal(s).* DODI 1350.3 and demographics of eligible population.

*e. Subject.* Officer accessions-ROTC (scholarships awarded).

(1) *Proponent.* HQDA (DAPE-MPO-D).

(2) *Objective.* Ensure all qualified individuals have an EO to compete for, and receive, an ROTC scholarship.

(3) *Affirmative action(s).* Maintain scholarship results (by REDCAT and gender) and review for disparities.

(4) *Goal(s).* ROTC scholarship award rates for qualified applicants in all categories should be comparable to the overall award rate for the total population of qualified applicants competing for ROTC scholarships.

(5) *Milestone(s).* Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE-MPH-E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis for goal(s).* DODI 1350.3 and demographics of the eligible population.

*f. Subject.* Officer accessions-United States Military Academy (USMA) (commissioned).

(1) *Proponent.* HQDA (DAPE-MPO-D).

(2) *Objective.* Ensure all qualified individuals have an EO for commissioning into the Army through the USMA.

(3) *Affirmative action(s).* Maintain commissioning results (by REDCAT and gender) and review for disparities.

(4) *Goal(s).* USMA commissioning rates for qualified cadets in all categories should be comparable to the overall commissioning rate for the total population being commissioned from USMA.

(5) *Milestone(s).* Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE-MPO-E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis for goal(s)*. DODI 1350.3 and demographics of eligible population.

*g. Subject*. Officer accessions—USMA (beginning enrollment).

(1) *Proponent*. HQDA (DAPE—MPO—D).

(2) *Objective*. Ensure all qualified individuals have an EO to compete and be accepted for admission to USMA.

(3) *Affirmative actions*. Maintain admission results (by REDCAT and gender) and review for disparities.

(4) *Goal(s)*. USMA admission rates for qualified applicants in all REDCAT should be comparable to the overall admission rate for all qualified considered for USMA admission. Note: Although the Army's ability to attain this goal is limited by the nomination process, it can be overcome, somewhat, by publishing recruitment goals and objectives.

(5) *Milestone(s)*. Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE—MPH—E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis for goal(s)*. DODI 1350.3 and demographics of the high school population that matriculate to college.

*h. Subject*. Officer accessions—direct commissions.

(1) *Proponent*. HQDA (DAPE—MPO—D).

(2) *Objective*. Ensure all qualified individuals have an EO to receive a direct commission into the Army.

(3) *Affirmative action(s)*. Maintain direct commissioning data (by REDCAT and gender) and review for disparities.

(4) *Goal(s)*. Direct commissioning rates for qualified applicants in all categories should be comparable to the direct commissioning rate of all qualified applicants.

(5) *Milestone(s)*. Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE—MPH—E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis for goal(s)*. DODI 1350.3 and demographics of the eligible population.

*i. Subject*. Officer accessions—enlisted commissioning program for Officer Candidate School (OCS).

(1) *Proponent*. HQDA (DAPE—MPO—D).

(2) *Objective*. Ensure all qualified soldiers have an EO to receive a commission through the OCS program.

(3) *Affirmative action(s)*. Maintain OCS commissioning rates (by REDCAT and gender) and review for disparities.

(4) *Goal(s)*. OCS commissioning rates for qualified applicants in all REDCAT should be comparable to the overall commissioning rate of qualified soldiers in OCS.

(5) *Milestone(s)*. Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE—MPH—E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis for goal*. DODI 1350.3 and demographics of the eligible population.

*j. Subject*. Professional branches accessions—Chaplains.

(1) *Proponent*. HQDA, Office of the Chief of Chaplains.

(2) *Objective*. Ensure all qualified individuals have an EO for commissioning and accession on to active duty as a Chaplain.

(3) *Affirmative action(s)*. Establish realistic, achievable goals for each year, consistent with manpower requirements.

(4) *Goal(s)*. The percentages in table 2–1 represent the annual accession goals for the respective categories.

(5) *Milestone(s)*. Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE—MPH—E by 30 November for the fiscal year completed, along with previous years' data.

(6) *Basis for goal(s)*. DODI 1350.3. Current Chaplain Corps composition and demographics of students in seminaries accredited by the Association of Theological Schools.

*k. Subject*. Professional branches accessions—Judge Advocate General's Corps (JAGC).

(1) *Proponent*. HQDA (DAJA—PT).

(2) *Objective*. Ensure all qualified individuals have an EO for commissioning and accession on to active duty as an Army attorney.

(3) *Affirmative action(s)*. Establish realistic, achievable goals for each year, consistent with personnel staffing requirements.

(4) *Goal(s)*. The percentages in table 2–2 represent the annual accession goals for the respective categories.

(5) *Milestone(s)*. Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE—MPH—E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis for goal(s)*. DODI 1350.3 and the demographics of law school graduation classes.

*l. Subject*. Professional branches accessions—medical branches.

(1) *Proponent*. HQDA, Office of the Surgeon General.

(2) *Objective*. Ensure all qualified individuals have an EO for commissioning and accession on to active duty in the medical branches noted in table 2–3.

(3) *Affirmative action(s)*. Establish realistic, achievable goals consistent with personnel staffing requirements.

(4) *Goal(s)*. The percentages in table 2–3 represent the annual accession goals for the respective categories.

(5) *Milestone(s)*. Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE—MPH—E by 30 November for fiscal year completed, along with previous years' data.

(6) *Basis for goal(s)*. DODI 1350.3 and the demographics of the various medical specialties' and disciplines' graduation classes.

*m. Subject*. Warrant officer accessions—flight and "other than flight" programs.

(1) *Proponent*. HQDA (DAPE—MPO).

(2) *Objective*. Ensure all qualified applicants for warrant officer accession, both flight and "other than flight," have an EO for selection.

(3) *Affirmative action(s)*. Continue to recruit under-represented categories for warrant officer training consistent with Army personnel staffing requirements.

(4) U.S. Army Recruiting Command (USAREC) will actively encourage application by qualified under-represented categories to increase representation in the applicant pool considered in the board selection process.

(5) USAREC will monitor monthly warrant officer candidate selection boards (by REDCAT and gender) to determine whether selection rates of qualified candidates for all categories are comparable to the selection rate of all qualified applicants.

(6) *Goal(s)*. All categories' selection rates of qualified applicants should be comparable to the overall selection rate of all qualified applicants.

(7) *Milestone(s)*. USAREC will compile and submit through HQDA (DAPE—MPO) to HQDA (DAPE—MPH—E) (by REDCAT and gender) an annual assessment of recruiting mission results with regard to profiles of considered and selected populations by 30 November for the fiscal year completed, along with previous years' data.

(8) *Basis for goal(s)*. DODI 1350.3. Demographics of eligible cohort; women limited to MOSs available under current assignment policies, current law, and the Direct Combat Probability Code (DCPC).

## 2–4. Force composition

*a. Subject*. Active Army composition.

(1) *Proponent*. HQDA (DAPE—MPH—E).

(2) *Objective*. Determine demographic profile of the active duty force by REDCAT and gender.

(3) *Affirmative action(s)*. Report the composition of the Active Army for officers, warrant officers, and enlisted soldiers by grade, REDCAT, and gender.

(4) *Goal(s)*. Provide EO of assignment according to individual qualifications, specialty preference, and the needs of the Army.

(5) *Milestone(s)*. Required information is available quarterly on DCSPER For 441.

(6) *Basis for goal(s)*. DODI 1350.3.

*b. Subject*. USAR composition.

(1) *Proponent*. OCAR.

(2) *Objective*. Determine demographic profile of the USAR.

(3) *Affirmative action(s)*. Report composition of the USAR for officers, warrant officers, and enlisted by grade, REDCAT, and gender.

(4) *Goal(s)*. Provide EO of assignment according to individual qualifications, specialty preference, and the needs of the Army.

(5) *Milestone(s)*. Required information is available quarterly on DCSPER Form 587.

(6) *Basis for goal(s)*. DODI 1350.3.

## 2-5. Promotions

*a. Subject*. Officer centralized promotions.

(1) *Proponent*. HQDA (DAPE-MPO-S).

(2) *Objective*. Ensure all qualified officers have an EO for promotions.

(3) *Affirmative action(s)*.

(a) Maintain results of promotion selections and review for disparities.

(b) Ensure board membership provides fair representation by REDCAT and gender.

(c) Include guidance in all instructions to selection boards concerning equal opportunity.

(d) Monitor board procedures to ensure significant variances are brought to the board's attention and reviewed prior to adjournment.

(4) *Goal(s)*. Selection rates for all categories should not be less than the overall selection rate for the total population considered. Variances from this goal must be explained in the board after-action report.

(5) *Milestone(s)*. Provide results of all centralized officer promotion boards (by REDCAT and gender) to DAPE-MPH-E on the date list is released. Information will be submitted on a DD Form 2509.

(6) *Basis for goal(s)*. DODI 1350.3. Demographics of population of officers who are eligible for promotion consideration (chief warrant officer through colonel, first-time considered).

*b. Subject*. Enlisted centralized promotions.

(1) *Proponent*. HQDA (DAPE-MPE-PD).

(2) *Objective*. Ensure all soldiers have an EO for promotions.

(3) *Affirmative action(s)*.

(a) Maintain results of promotion selections and review for disparities.

(b) Ensure board membership provides fair representation by REDCAT and gender.

(c) Include guidance in all instructions to selection boards concerning equal opportunity.

(d) Monitor board procedures to ensure significant variances are brought to the board's attention and reviewed prior to adjournment.

(4) *Goal(s)*. Selection rates for all categories should not be less than the selection rate of the overall population considered. Variances from these goals must be explained in the board after-action report.

(5) *Milestone(s)*. Provide results of all enlisted centralized promotion boards to DAPE-MPH-E (by REDCAT and gender) on the date list is released. Information will be provided on DD Form 2509.

(6) *Basis for goal(s)*. DODI 1350.3.

## 2-6. Professional military education.

*a. Subject*. Officer-Selection for: Senior Service College (SSC), Command and Staff College (CSC), and for Advanced Civil Schooling.

(1) *Proponent*. HQDA (DAPE-MPO-S).

(2) *Objective*. Ensure that all qualified officers have an EO for selection for schooling.

(3) *Affirmative action(s)*. Maintain statistics on selectees for SSC, CSC, and Advanced Civil Schooling, and review for disparities.

(4) *Goal(s)*. The goal is that the selection rate for qualified officers in each category be no less than the selection rate of the overall population of qualified officers considered.

(5) *Milestone(s)*. Provide results of selection boards to DAPE-MPH-E (by REDCAT and gender) on DD FORM 2509 on the date the list is released.

(6) *Basis for goal(s)*. DODI 1350.3 and demographics of population under consideration.

*b. Subject*. Enlisted career schooling.

(1) *Proponent*. HQDA (DAPE-MPE-PD).

(2) *Objective*. Ensure that all soldiers have an EO for career progression, training, and skill development.

(3) *Affirmative action(s)*. Review the results of each selection board for disparities. Maintain results by REDCAT and gender. Monitor procedures to ensure that significant variances are brought to the attention of each selection board before the board adjourns.

(4) *Goal(s)*. The selection rate for qualified enlisted soldiers in each category should be comparable to the overall selection rate for the total population of all qualified enlisted soldiers considered.

(5) *Milestone(s)*. Provide results of selection board to DAPE-MPH-E (by REDCAT and gender) on DD Form 2509 on the date list is released.

(6) *Basis for goal(s)*. DODI 1350.3 and demographics of population under consideration.

## 2-7. Involuntary separations

*a. Subject*. Officer and warrant officer separations.

(1) *Proponent*. HQDA (DAPE-MPO-S).

(2) *Objective*. Ensure that separation policies are applied equitably among all personnel.

(3) *Affirmative action(s)*. Review data generated by information systems for disparities in separation rates in the following areas:

(a) Unsatisfactory performance (DA Active Duty Board or elimination).

(b) Misconduct (DA Active Duty or elimination).

(c) Punitive discharges (bad conduct and dishonorable).

(d) Other involuntary separations or retirements as required.

(4) *Goal(s)*. Ensure that separation actions are not inappropriately influenced by REDCAT, gender, religion, and national origin.

(5) *Milestone(s)*. Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE-MPH-E by 30 November for the fiscal year completed, along with previous years' data.

(6) *Basis for goal(s)*. DODI 1350.3. Report permits comparison of separation by type, REDCAT, and gender in proportion to the total population.

*b. Subject*. Enlisted separations.

(1) *Proponent*. HQDA (DAPE-MPE-PD).

(2) *Objective*. Ensure that separation policies are applied equitably among all soldiers.

(3) *Affirmative action(s)*. Review data for disparities in the following areas:

(a) Unsatisfactory performance

(b) Misconduct

(c) Punitive discharges

(d) Other involuntary separations.

(4) *Goal(s)*. Ensure that separation actions are not inappropriately influenced by REDCAT, gender, religion, and national origin.

(5) *Milestone(s)*. Provide annual results (by REDCAT and gender) on DD Form 2509 to DAPE-MPH-E by 30 November for the fiscal year completed, along with the previous years' data.

(6) *Basis for goal(s)*. DODI 1350.3 and DCSPER Automated 338 Report. Report permits comparison of separation by type, REDCAT, and gender in proportion to the total population.

## 2-8. Retention

*a. Subject*. Enlisted retention

*b. Proponent*. HQDA (DAPE-MPE-PD)

*c. Objective*. Ensure re enlistment policies are applied equitably among all soldiers

*d. Affirmative action(s)*. Review re enlistment data for disparities between categories

*e. Goal(s)*. Re enlistment rates of qualified soldiers (by REDCAT and gender) should be comparable to the rates of the overall eligible population of qualified soldiers

*f. Milestone(s)*. Provide annual results (by REDCAT and gender) to DAPE-MPE-E on DD Form 2509 by 30 November for fiscal year completed, along with previous years' data

*g. Basis for goal(s)*. DODI 1350.3.

## 2-9. Assignments

- a. *Subject.* Assignments—command selection
- b. *Proponent.* HQDA (DAPE-MPO-S)
- c. *Objective.* Ensure all qualified officers have an EO for command selection.
- d. *Affirmative action(s).* Maintain the results of the colonel and lieutenant colonel command selection boards and review for disparities. Variances will be reviewed in terms of both trends and statistical significance.
- e. *Goal(s).* The goal is to achieve a selection rate for qualified officers in each category that is not less than the selection rate of the overall population of qualified officers considered.
- f. *Milestone(s).* Provide results of boards (by REDCAT and gender) to DAPE-MPH-E on DD Form 2509 on the day the list is published and released.
- g. *Basis for goal(s).* DODI 1350.3 and demographics of the grade for the level of command considered.

## 2-10. Discrimination and sexual harassment complaints

- a. *Subject.* Implementation of EO programs
- b. *Proponent.* Office of the Inspector General
- c. *Objective.* Assess implementation of the EO program within the Army by conducting inspections and investigations, and providing assistance as requested.
- d. *Affirmative action(s).*
  - (1) HQDA (DAIG) will provide HQDA (DAPE-MPH-E) feedback pertaining to EO matters obtained during inspections per AR 20-1.
  - (2) HQDA (DAIG) will provide HQDA (DAPE-MPH-E) with:
    - (a) A quarterly summary of all discrimination complaints
    - (b) A quarterly summary of all sexual harassment complaints
  - e. *Goal(s).* Ensure there is no sexual harassment or discrimination due to race, religion, gender, or national origin.
  - f. *Milestone(s).* Report quarterly, each fiscal year, and as applicable.
  - g. *Basis for goal(s).* AR 600-20 and DODI 1350.3.

## 2-11. Use of skills

- a. *Subject.* Officer-over and under-represented branches.
  - (1) *Proponent.* HQDA (DAPE-MPO-D).
  - (2) *Objective.* Ensure that applicants in all categories are provided EO for assignment in the various branches, based on their qualifications, specialty preferences, and the needs of the Army.
  - (3) *Affirmative action(s).* Maintain composition results, (by REDCAT and gender) and review for disparities.
  - (4) *Goal(s).* Achieve equity of representation within each branch, consistent with individual qualifications, specialty preferences, and the needs of the Army.
  - (5) *Milestone(s).* Provide annual results (by REDCAT and gender) to DAPE-MPH-E on DD Form 2509 by 30 November for the fiscal year completed, along with previous years' data.
  - (6) *Basis for goal(s).* DODI 1350.3. Demographics of Officer Personnel Management Directorate (OPMD)-managed population. Report not less than five over and under-represented branches in the annual assessment.
- b. *Subject.* Enlisted-Over and under-represented MOS.
  - (1) *Proponent.* HQDA (DAPE-MPE-DR).
  - (2) *Objective.* Ensure that soldiers in all categories are provided EO for assignment in the various MOS, based on their qualifications, specialty preferences, and the needs of the Army.
  - (3) *Affirmative action(s).* Maintain composition results by REDCAT and gender. Report not less than five over and under-represented MOS in the annual assessment.
  - (4) *Goal(s).* Achieve equity of representation within each MOS consistent with individual qualifications, specialty preferences, and needs of the Army.
  - (5) *Milestone(s).* Provide annual results (by REDCAT and gender) to DAPE-MPH-E on DD Form 2509 by 30 November for the fiscal year completed, along with previous years' data.

(6) *Basis for goal(s).* DODI 1350.3 and demographics of the eligible population.

## 2-12. Discipline

- a. *Subject.* Judicial and nonjudicial punishment.
  - (1) *Proponent.* HQDA (DAJA)
  - (2) *Objective.* Accurately portray judicial and nonjudicial punishment.
  - (3) *Affirmative action(s).* Review (by REDCAT and gender) to identify trends and monitor changes.
  - (4) *Goal(s).* Ensure that all soldiers are treated equitably.
  - (5) *Milestone(s).* Provide annual results (by REDCAT and gender) to DAPE-MPH-E on DD Form 2509 by 30 November for the fiscal year completed, along with previous years' data.
  - (6) *Basis for goal(s).* DODI 1350.3.
- b. *Subject.* Confinement or correctional facility population.
  - (1) *Proponent.* HQDA (DAMO-ODL).
  - (2) *Objective.* Accurately report prison population.
  - (3) *Affirmative action(s).* Review prisoner population of Army confinement facilities (by REDCAT and gender) to identify trends and monitor changes in prisoner population.
  - (4) *Goal(s).* REDCAT and gender composition of Army prisoner population should be comparable to "identified offender" composition.
  - (5) *Milestones(s).* Provide annual results (by REDCAT and gender) to DAPE-MPH-E on DD Form 2509 by 30 November for the fiscal year completed, along with previous years' data.
  - (6) *Basis for goal(s).* DODI 1350.3.
- c. *Subject.* Law enforcement reporting of identified offenders.
  - (1) *Proponent.* HQDA (DAMO-ODL).
  - (2) *Objective.* Accurately report identified offender data as prescribed by AR 190-45.
  - (3) *Affirmative action(s).* Review offender data to identify trends and monitor composition (by REDCAT and gender) of soldiers apprehended for criminal offenses.
  - (4) *Goal(s).* The goal of this affirmative action is to provide additional information for review of discipline and justice issues in the Army.
  - (5) *Milestone(s).* Provide annual results (by REDCAT and gender) to DAPE-MPH-E on DD Form 2509 by 30 November for the fiscal year completed, along with previous years' data.
  - (6) *Basis for goal(s).* DODI 1350.3.

## 2-13. MACOM actions

- a. *Subject.* Command profile
  - (1) *Proponent.* Each MACOM.
  - (2) *Objective.* Provide demographics of each MACOM.
  - (3) *Affirmative action(s).* Determine and report the composition of the MACOM by rank, REDCAT, and gender.
  - (4) *Goal(s).* Consistent, Army-wide implementation of the DA AAP.
  - (5) *Milestone(s).* Provide annually per paragraph 1-9 of this pamphlet to DAPE-MPH-E.
  - (6) *Basis for goal(s).* MACOM composition.
- b. *Subject.* Officer commissioning programs (OCS and U.S. Military Academy Preparatory School USMAPS).
  - (1) *Proponent.* Each MACOM.
  - (2) *Objective.* Ensure EO for selection for all categories.
  - (3) *Affirmative action(s).*
    - (a) Encourage high-quality soldiers to volunteer for officer commissioning programs.
    - (b) Monitor and report applications (by REDCAT and gender) for OCS and USMAPS.
  - (4) *Goal(s).* The REDCAT and gender composition of qualified OCS and USMAPS applicants should be representative of the eligible population within the command.
  - (5) *Milestone(s).* Provide annually per paragraph 1-9 of this pamphlet to DAPE-MPH-E.
  - (6) *Basis for goal(s).* MACOM composition.
- c. *Subject.* Military justice.
  - (1) *Proponent.* Each MACOM.

(2) *Objective.* Ensure that the administration of military justice actions is not influenced by REDCAT, gender, religion, or national origin.

(3) *Affirmative action(s).* Develop and report data by REDCAT and gender on each of the following military justice actions:

- (a) Article 15
- (b) Summary courts–martial
- (c) Special courts–martial
- (d) General courts–martial
- (e) Punitive discharges approved by general court–martial convening authority.

(4) *Goal(s).* Ensure that all soldiers are treated equitably.

(5) *Milestone(s).* Provide annually per paragraph 1–9 of this pamphlet to DAPE–MPH–E.

(6) *Basis for goal(s).* MACOM composition.

d. *Subject.* Program staffing.

(1) *Proponent.* Each MACOM.

(2) *Objective.* Equal opportunity advisor (EOA) authorizations

are maintained at the level prescribed by AR 600–20, and are staffed with trained personnel of required rank.

(3) *Affirmative action(s).* Develop and report the number of EOA authorizations within command. Include the following for each requirement:

- (a) Position (required, authorized or filled)
- (b) Rank (required, authorized or incumbent)
- (c) MOS (required, authorized or incumbent)
- (d) Training received by incumbent (for example: Defense Equal Opportunity Management Institute (DEOMI) 16 weeks, DEOMI Staff course, none, and so forth)
- (e) Explanation of short–fall and corrective action.

(4) *Goal(s).* Consistent, Army–wide implementation of the DA AAP and the Army Equal Opportunity Program.

(5) *Milestone(s).* Provide annually per paragraph 1–9 of this pamphlet to DAPE–MPH–E.

(6) *Basis for goal(s).* AR 600–20 and MACOM authorization documents.

**Table 2–1**  
**Accession goals–Chaplains (in percentages)**

| FY | Black | Hispanic | AI/AN | A/PI | Women |
|----|-------|----------|-------|------|-------|
| 90 | 8.0   | 1.8      | .6    | 1.8  | 2.3   |
| 91 | 8.5   | 1.9      | .7    | 1.8  | 2.5   |
| 92 | 9.0   | 2.0      | .8    | 2.0  | 3.0   |
| 93 | 9.2   | 2.1      | .9    | 2.1  | 3.5   |
| 94 | 10.0  | 2.2      | 1.0   | 2.2  | 4.0   |

**Table 2–2**  
**Accession goals–Judge Advocates General (in percentages)**

| FY | Black | Hispanic | AI/AN | A/PI | Women |
|----|-------|----------|-------|------|-------|
| 90 | 6     | 2        | 1     | 1    | 10.5  |
| 91 | 6.25  | 2.25     | 1     | 1    | 10.75 |
| 92 | 6.5   | 2.5      | 1     | 1.25 | 11    |
| 93 | 6.75  | 2.75     | 1     | 1.50 | 11.25 |
| 94 | 7     | 3        | 1     | 1.75 | 11.5  |

**Table 2–3**  
**Accession goals–Medical department(in percentages)**

| Corps      | FY | Black | Hispanic | Other <sup>1</sup> | Women            |
|------------|----|-------|----------|--------------------|------------------|
| Medical    | 90 | 6.0   | 2.1      | 3.2                | 13.0             |
|            | 91 | 6.0   | 2.1      | 3.2                | 13.5             |
|            | 92 | 6.0   | 2.1      | 3.2                | 14.0             |
|            | 93 | 6.0   | 2.2      | 3.5                | 14.0             |
|            | 94 | 6.0   | 2.2      | 3.5                | 14.5             |
| Dental     | 90 | 5.5   | 1.6      | 1.7                | 6.0              |
|            | 91 | 5.5   | 1.6      | 1.7                | 6.0              |
|            | 92 | 5.5   | 1.6      | 1.7                | 6.0              |
|            | 93 | 6.0   | 1.7      | 1.8                | 6.5              |
|            | 94 | 6.0   | 1.7      | 1.8                | 6.5              |
| Army Nurse | 90 | 12.0  | 1.3      | 1.3                | N/A <sub>2</sub> |
|            | 91 | 12.0  | 1.3      | 1.3                |                  |
|            | 92 | 12.0  | 1.3      | 1.3                |                  |
|            | 93 | 12.5  | 1.4      | 1.3                |                  |
|            | 94 | 12.5  | 1.4      |                    |                  |
| Veterinary | 90 | 6.0   | 1.5      | 0.2                | 11.0             |
|            | 91 | 6.0   | 1.5      | 0.2                | 12.0             |
|            | 92 | 6.0   | 1.5      | 0.2                | 12.0             |
|            | 93 | 6.0   | 1.5      | 0.3                | 12.0             |
|            | 94 | 6.0   | 1.5      | 0.3                | 12.5             |

**Table 2-3**  
**Accession goals—Medical department(in percentages)—Continued**

| Corps                   | FY | Black | Hispanic | Other <sup>1</sup> | Women            |
|-------------------------|----|-------|----------|--------------------|------------------|
| Army Medical Specialist | 90 | 3.0   | 1.0      | 1.2                | N/A <sup>2</sup> |
|                         | 91 | 3.0   | 1.0      | 1.2                |                  |
|                         | 92 | 3.0   | 1.0      | 1.2                |                  |
|                         | 93 | 3.0   | 1.0      | 1.3                |                  |
|                         | 94 | 3.0   | 1.0      | 1.3                |                  |
| Medical Services        | 90 | 10.0  | 1.5      | 1.5                | 13.0             |
|                         | 91 | 10.0  | 1.5      | 1.5                | 13.0             |
|                         | 92 | 10.0  | 1.5      | 1.5                | 13.5             |
|                         | 93 | 10.5  | 1.7      | 1.7                | 13.5             |
|                         | 94 | 10.5  | 1.7      | 1.7                | 14.0             |

Notes:

<sup>1</sup> Includes Asian/Pacific Islander and American Indian/Alaskan Native.

<sup>2</sup> N/A because most of the applicants for these specialties are women.

## Chapter 3 Goal Development, Review and Analysis, and Measurement

### 3-1. Goal Development

*a. Criteria.* The basis for goal development is the identification of an affirmative action requirement. The requirement arises from a need to manage, assess, and report on the status of minority and female soldiers. In each case, however, affirmative action proponents should ensure that goals are developed from the best available data and in a logical and consistent manner.

*b. Goal development process.* The success of this effort will depend on the extent to which proponents for specific affirmative actions actually develop (not merely review) the affirmative actions for which they are responsible. Each level in the chain of command must participate in goal development. Heads of major Staff agencies and commanders must interact on a face-to-face basis with their subordinates to ensure that all participants have an understanding of the goal. Accountability or ownership of affirmative action goals must rest with the commander or Staff agency head with the resources and authority to influence goal outcome.

### 3-2. Goal revision

Goal design should be based on sound reasoning, consideration of pertinent variables, realistic constraints, and prospects for achievement. Goal revision will occur routinely following the annual assessment. Proponents may forward any recommendations for goal revision to HQDA (DAPE-MPH-E) WASH DC 20310-0300 at any time.

### 3-3. Review and analysis

*a.* Just as in goal development, successful review, analysis, and reporting of affirmative action progress must involve commanders, heads of staff agencies and their subordinates. Periodic reviews presented to MACOM commanders are particularly effective and set the stage for information exchange, guidance, and follow-up action.

*b.* EOAs should also plan for, and commanders should expect, at least two in-depth internal assessments of their command and subordinate units each year. These semiannual reviews should, at a minimum, cover the following:

(1) *Training.* Training is a cornerstone of all Army activities. An assessment of training would include a review of EO unit training, equal opportunity representative (EOR) training and leader training.

(2) *Complaints.* The outcome, course of action taken on each, and answering as to "Why?" of all complaints must be done periodically in a structured manner.

(3) *Key positions.* All organizations have commonly recognized positions that are critical to their effectiveness, and thus a key to individual growth and career development. A regular review of these positions and a comparison with the population available to fill them (by REDCAT and gender) is a valid component of any EO assessment.

(4) *Personnel actions.* These actions, both positive (such as local promotions, awards, and schooling) and adverse (such as judicial, nonjudicial and separations) should be reviewed periodically, by REDCAT and gender. Analysis of aggregate figures in large units (brigade and above) can hide areas of interest. On the other hand, when reviewing data of small units or detachments, use of percentage figures is cautioned.

(5) *Ethnic observances.* Observances are considered an important aspect of the overall program. Therefore, the status of this portion of the program should be formally reviewed to ensure that all ethnic observances are professionally planned and executed. Note: These semiannual reviews are intended for in-house use only and will not be required to be reported to higher headquarters.

### 3-4. Measurement

*a. General.* Measurement is an essential element of affirmative action management and will be used for all areas that have quantifiable goals.

(1) Actual results achieved will be compared with affirmative action goals. Measurement also provides a basis to—

- (a) Identify trends
- (b) Highlight differences

(2) Data collection provides decision makers with a management tool necessary for assessment of their affirmative action management efforts. It can also highlight progress and identify problem areas. This information must not be viewed in a vacuum. Attitude, perception, experience, and management judgement are also important and must be considered by commanders and managers in assessing EO progress and identifying problem areas.

*b. Measurement technique.*

(1) *Representation index (RI).* RIs can be used to measure change. The RI does not determine causes; rather, the RI measures the effects of what has occurred. Its value lies in that it may be used to isolate particular areas that require closer examination.

(2) *Calculation.*

(a) RIs are derived from a comparison of the actual number and the expected number of a category in a particular situation; that is, those being selected, promoted, assigned, and so forth. The formula used to develop the RI is as follows: Actual number divided by expected number, times 100, minus 100, equals the percentage of over or under-representation.

(b) By this formula, a zero results when the actual number and the expected number are the same. The expected number is that number of people who would occur in a particular situation if the people in that situation were selected randomly from the eligible population. A zero means that there is no difference between comparison groups in the dimension being considered. If the actual number of a group is greater than the expected number, the result is a positive percentage, which means that group is over-represented in that dimension by the percentage indicated. If the actual number is less than the expected number, the result is a negative percentage, which means that the group is under-represented by the percentage indicated. Over-representation and under-representation are both

only indicators that people are treated differently. THE RI WILL NOT BE USED AS A MEANS TO PROJECT GOALS.

(3) *Example of an RI.* The result of a hypothetical selection board illustrates how the RI is used. The RI can be computed by following the procedural outlines below:

- (a) Total number eligible (considered) equal 1000
- (b) Number of "group 1" who are eligible (considered) equal 160
- (c) Expected percentage equals 10 divided by 1000 equals 16 percent
- (d) Total number selected equal 500
- (e) Expected number equals .16 times 500 equals 80
- (f) Actual number of "group 1" selected equal 60
- (g) RI equals (60 divided by 80 times 100) minus 100 equals negative 25 percent
- (h) The resultant percentage means that "group 1's" are under-represented in this selection board by 25 percent. The percentage does not say anything about what caused the difference. The long-term goals are to arrive at the point where the RIs approach zero. But, through chance alone, the RI will usually fall on either side of the baseline.

## Glossary

### Section Abbreviations

#### AAP

Affirmative Action Plan

#### ANCOES

Advanced Non-commissioned Officer Education System

#### CG

commanding general

#### CINC

Commander in Chief

#### CSC

Command and Staff College

#### DA

Department of the Army

#### DCPC

Direct Combat Probability Code

#### DCSPER

Deputy Chief of Staff for Personnel

#### DEOMI

Defense Equal Opportunity Management Institute

#### DOD

Department of Defense

#### DODD

Department of Defense Directive

#### DODI

Department of Defense Instruction

#### EO

equal opportunity

#### EOA

equal opportunity advisor

#### EOR

equal opportunity representative

#### FY

fiscal year

#### HQDA

Headquarters, Department of the Army

#### HQ FORSCOM

Headquarters, US Forces Command

#### JAGC

Judge Advocate General's Corps

#### MACOM

Major Army Command

#### MOS

military occupational specialty

#### OCAR

Office of the Chief, Army Reserve

#### OCS

Officer Candidate School

#### ODCSPER

Office of the Deputy Chief of Staff for Personnel

#### OPMD

Officer Personnel Management Directorate

#### OSA

Office of the Secretary of the Army

#### REDCAT

Racial Ethnic Designation Category

#### SSC

Senior Service College

#### USAR

U.S. Army Reserve

#### USAREC

U.S. Army Recruiting Command

#### USMA

U.S. Military Academy

#### USMAPS

U.S. Military Academy Preparatory School

### Section II Terms

#### Affirmative actions

Positive action by DA activities to ensure that all soldiers and their families are afforded equal opportunity in the Army. Affirmative actions include identifying opportunities for minority groups and encouraging interest in these opportunities in order to compensate for disadvantages and inequities that may have resulted from past discrimination.

#### Affirmative action plan

A management document that consists of statements of attainable goals and timetables. This document is required of all Army organizations, commands, and agencies, down to brigade (or equivalent) level. It is designed to ensure equal opportunity for all military personnel. Affirmative action plans will concern conditions where—

- a.* Affirmative action is needed
- b.* The results are sought where clearly expressed.

#### Equal opportunity

Consideration and treatment based upon merit, fitness, and capability irrespective of race, religion, gender, or national origin.

#### Goal

A realistic objective with measurable prospects of attainment.

#### Minority group

Any group distinguished from the general

population in terms of race, religion, gender, or nation origin.

#### Objective

The general end to be attained.

### Section III

#### Special Abbreviations and Terms

This section contains no entries.

## **Index**

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