

Fort Sill Regulation 600-11

Personnel - General

**U.S. ARMY FIRES
CENTER OF
EXCELLENCE AND
FORT SILL EQUAL
OPPORTUNITY
PROGRAM**

Department of the Army
Headquarters, USAFCEFS
455 McNair Avenue, Suite 100
Fort Sill, OK 73503
4 May 2022

UNCLASSIFIED

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Headquarters, USAFCEFS
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Fort Sill Regulation 600-11

Effective 16 May 2022

Personnel - General
**U.S ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL
MILITARY EQUAL OPPORTUNITY PROGRAM**

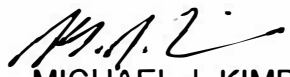
History. This Fort Sill Regulation supersedes FS Regulation 600-11, U.S Army Field Artillery Center and Fort Sill Equal Opportunity Action Plan, dated 18 April 2017. It updates and revises the regulations intended to foster fire and life safety.


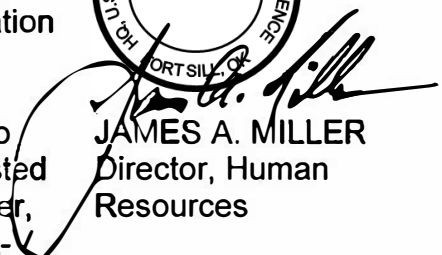
Summary. This regulation presents the U.S. Army Fires Center of Excellence and Fort Sill (USAFCEFS) Equal Opportunity (EO) Program. It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) EO program. The action plan is a management document; it fulfills a specific DA requirement that installations and Major Subordinate Commands (MSCs) develop and publish comprehensive action plans to measure their EO Programs at all echelons. This regulation is distributed and published solely through the Directorate of Human Resources, Administrative Services Division Homepage at:
<https://sill-www.army.mil/USAG/publications.html>

Supplementation. Supplementation of this policy is prohibited without prior approval from the Chief of Staff (CoS), USAFCEFS, ATTN: ATZR-CS, U.S. Army Fires Center of Excellence, Fort Sill.

Suggested Improvements. The proponent of this regulation is the USAFCEFS Equal Opportunity Office, ATTN: ATZR-V. Users are invited to send comments and suggested improvements to Commander, USAFCEFS, ATTN: ATZR-V, Fort Sill, Oklahoma 73503.

Applicability. This policy applies to Headquarters, USAFCEFS, primary staff, directorates, Non Command Type Organizations (NCTO), and all MSCs.


MICHAEL J. KIMBALL
Colonel, GS
Chief of Staff



JAMES A. MILLER
Director, Human Resources

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Introduction

Purpose

This regulation sets forth the goals and objectives of the Commander, USAFCOEFS, which support the Department of the Army Equal Opportunity Program. This regulation provides guidance for the effective implementation of EO programs and sets EO program goals and objectives.

Applicability

This policy applies to Headquarters, USAFCoEFS, primary staff, directorates, NCTOs and all MSCs.

Responsibilities

Responsibilities as outlined in Army Regulation (AR) 600-20 shall apply. The following clarifications are published for guidance and information to all concerned.

a. The USAFCoEFS Chief of Staff:

(1) Provide the Commanding General with a formal assessment of the action plan goal attainment and the EO environment within USAFCoEFS in the annual Command Climate Assessment (CCA) and as directed in ADHOC CCAs.

(2) Have general staff responsible for the development, publication, review, and management of the USAFCoEFS action plan.

(3) Assist proponents and special staff with initiatives within functional areas.

b. Principal USAFCoEFS staff:

(1) Serve as proponents for specific actions directed in the action plan.

(2) Provide the Installation EO office with an assessment of their respective department following any USAFCoEFS CCAs. The principal USAFCoEFS staff should consist of command and staff representatives as follows:

(a) USAFCoEFS Command Sergeants Major

(b) Inspector General (IG)

(c) Staff Judge Advocate (SJA)

(d) USAFCoEFS Chaplain

(e) Provost Marshal (PMO)

(f) Equal Employment Opportunity (EEO) Office

c. Manage functional areas of responsibility to identify those areas where discrimination exists. Once discrimination is identified, take appropriate actions to remedy the situation.

d. USAFCoEFS Military Equal Opportunity (MEO) Professionals:

(1) Include action progress in the annual narrative and statistical report submit to Headquarters and Training and Doctrine Command (TRADOC).

(2) Coordinate the revision and update of the action plan as required. Set up formal and informal meetings with principal staff when necessary.

(3) Analyze goal assessment and recommend revisions where appropriate.

(4) Prepare graphic and/or statistical analysis of data.

(5) Determine if a change in policy or procedure is identified and submit recommendations.

(6) Brief functional area(s) and provide assessment of goal achievement annually or when required.

(7) Conduct Staff Assistance Visits (SAV) with all MSCs to determine if goals are being met.

(8) Conduct and review EO Training.

(9) Submit quarterly EO reports using the standard formats located in Appendix A, NLT the 1st of the month.

e. All MSC Commanders or NCTO Directors assigned to or attached to USAFCoEFS:

(1) Conduct CCA IAW AR 600-20 Appendix E.

(2) Develop an action plan in accordance with established policy and Army Command guidance, as applicable. Action plan should include goals to support their specific needs/problem areas. See Appendix B for example.

(3) Manage functional areas of responsibility to identify those areas where discrimination exists. If discrimination is identified, take appropriate actions to remedy the situation.

- (4) Prepare graphic and/or statistical analysis of data to:
- (5) Determine if action plan goals are still relevant or requires revision.
- (6) Determine if a change in policy or procedure is required.
- (7) Brief functional area(s) and provide assessment of goal achievement to the next higher echelon.

USAFCoEFS EO Program

1. Goals & Objectives

a. Goals:

(1) Drive a culture of values deep into our formations by entrusting leaders to uphold good order and discipline and Soldiers are treated with dignity and respect at all times.

(2) Build a cohesive USAFCoEFS focused on accomplishing its mission while formulating, directing, and sustaining a comprehensive effort to maximize human potential and ensure fair treatment for all Soldiers based solely on merit, performance, and potential.

(3) Provide an environment free from personal, social, or institutional barriers that prevent Service members from rising to the highest level of responsibility possible.

(4) Commanders and leaders at all levels support their MEO/EEO program, Soldiers, MEO/EEO Professionals, and EO Leaders (EOL).

b. Objectives:

(1) EO program is emphasized, promoted, and enforced by Commanders and leaders across the USAFCoEFS enterprise.

(2) EO training is attended by Commanders and leaders.

(3) Hold leaders at all levels appropriately accountable for fostering a positive command climate and a climate of inclusion.

(4) Take all allegations of discrimination and harassment seriously and execute the required actions IAW AR 600-20, initiate problem resolutions or take appropriate leadership action.

2. Requirements of the Commander or Director

- a. Inform the members of the organization of the upcoming assessment.
- b. Survey for entire organization (minus leadership team).
- c. Use other assessment tools, as needed.
- d. Prepare CCA summary and action plan.
- e. Brief the commander or supervisor at next higher level (no later than 30 days (two MUTA (60 days) – four for USAR) after receipt of survey results).
- f. Conduct formal feedback session with organization (same as requirement 2e).
- g. MEO professional enters data into MEO database (no later than 35 days) three MUTA (90 days – four for USAR) after requirements 2e and 2f.
- h. Battalion and higher echelons will monitor the compliance of subordinate

3. Conducting Command Climate Assessment

- a. All Regular Army (RA) commanders will begin a CCA within 60 days from assuming command. U.S. Army Reserve will have 120 days from assuming command. The CCA will consist of at a minimum the Defense Organizational Climate Survey (DEOCS).
- b. All RA Non-command type organization Senior Responsible Officer (SRO), O-5 LTC, GS-14 or equivalent, O-6 COL, or GS-15 or equivalent will begin a CCA within 120 days from assuming command. **Organizations/agencies such as Army Review Board Agency, DCS, G-1. SROs are not applicable for ACOM/ASCC/DRU headquarters staff elements. The CCA will consist of at a minimum the Defense Organizational Climate Survey (DEOCS).
- c. Commanders may use the following tools, individually or in combination with conducting the CCA: survey distribution and analysis, SAVs, individual interviews, observations, focus groups, organization trend data, and reports. The MEO professional will assist the commander/SRO and obtain the commander's/SRO's approval of the methods to be used to assess the organization effectiveness prior to conducting the CCA.
- d. The MEO professional will serve as the Organization Climate Assessment Survey administrator and will discuss assessment results with the commander/SRO to aid in developing a CCA Action Plan.

e. The Equal Opportunity Leader (EOL) may assist the MEO professional with the management of a CCA (for example, issuing survey numbers, coordinating facilities for interviews or focus groups and so forth). EOLs will not serve as command climate assessment survey administrators nor assist with analyzing or assessing CCA results, aiding commander/SRO with developing CCA Action Plans, storing CCA documentations, or tracking commander timelines.

f. The survey is only one component of a CCA. Commanders/SROs will consider the use of other tools to provide depth and clarification on concerns raised in the survey results. Other tools include: interviews, focus groups, SAVs, or trend analysis. Commanders/SROs should consult their MEO professional to determine the best methods for their organization.

g. All organization members will be afforded the opportunity to participate in the command climate surveys. The surveyed audience will include a sufficient number of participants to preserve anonymity to obtain a genuine representation of the organization and provide the commander/SRO with actionable information.

h. The survey will produce results for any organization that achieves at least 31 percent participation. Minimum participation may not provide an accurate picture of the organization's climate. Units will strive for 90 percent or better but should reach at least 50 percent. MEO professionals can provide commanders/SROs the response rate and can extend the survey window to allow for increased response rate if needed.

4. Outside Resources for the Assessment

a. To the extent privacy laws and regulations and confidentiality requirements allow, commanders/SROs and MEO professionals may collaborate with other offices that are an integral part of the organization's climate. These agencies include, but are not limited to SJA, EEO, IG, non-appropriated fund instrumentalities, Army Community Services, chaplain, Defense Health Agency (DHA), Military Treatment Facilities (MTFs), Public Affairs Office (PAO), Military Police (MP), United States Army Criminal Investigation Command (USACIDC), Sexual Assault Response Coordinator (SARC), and so forth.

b. CCA information will be treated as confidential. Exceptions to confidentiality will be consistent with the Privacy Act Statement (that is, respondent statements about being a threat to themselves or others, allegations of criminal behavior, and/or operationally sensitive information). When paper and pencil surveys are used, the organization will ensure that respondents can submit their survey in an inconspicuous location. Survey results will never be reported so that an individual's responses can be identified. CCA results will be briefed to the next higher-level commander/SROs and commanders/SROs will provide timely feedback to the organization.

c. The anonymity of individuals submitting a survey will always be protected. MEO professionals administering the survey and collecting the data will ensure procedures are in place to protect the anonymity of respondents and the confidentiality of the

results. The command climate assessment survey is designed to protect respondent anonymity. Organization results will not be broken out by demographic groups (such as race, sex, or rank) if a subgroup (for example male or female) has fewer than five respondents. However, the answers provided to free-response questions may reveal the respondent's identity. Therefore Soldiers and DA Civilians will be notified of exceptions to anonymity before the survey is administered. They will also be notified if their verbatim comments will be provided to their commander/SRO, chain of command or others. Specifically, respondent statements about being a threat to themselves or others, the comments involving criminal and operationally sensitive information may be released and, if necessary, reported to the proper authorities. Any allegations or reports of sexual assault will be immediately reported to USACIDC. If an MEO professional is named in the assessment, another MEO professional will administer the survey and collect the data.

d. The following guidance applies to special inquiries from IG investigating officers requesting copies of CCA records. Local command IG investigating officers will submit a written request on official letterhead to their Army Command (ACOM), Army Service Component Command (ASCC), and Direct Reporting Unit (DRU) MEO professionals. HQDA level IG's investigating officers will submit a written request to Headquarters, Department of the Army (HQDA) MEO Policy Branch. Request will include justification and organizations name, survey report number and/or survey window, requesting officer's rank, first and last name. Investigating officers will also include appointment orders. Investigating representatives external to the Army will submit a request through the HRC, Freedom of Information Act (FOIA) office.

5. Reporting the Assessment

a. The standard reporting format following all CCAs are due to FCoEFS EO office NLT the 1st of each month and is located in Appendix A.

b. Following each CCA, the action plan will be sent to the FCoEFS EO Office and maintained with the perspective MEO.

c. Upon receipt of survey results, the commanders/SROs and the MEO professional will analyze survey results. Survey responses will be systematically collated and analyzed, and used to create an executive summary of the data. The CCA executive summary will include significant findings, organizational strengths, and areas of concerns. The CCA Action Plan describes the commander's/SRO's planned corrective actions. The requesting commander/SRO will brief the next higher-level commander/SRO on CCA results, to include CCA Action Plan, no later than 30 days (two MUTA (60 days)–four for USAR) after receipt of survey results.

6. Reporting EO Complaints

a. Anonymous, Informal, and formal EO Complaints within FCoEFS will be directly reported to the FCoEFS EO office within three working days utilizing Appendix C.

b. FCoEFS EO Office will have three working days to update the MEO tracker after receiving Appendix C from organization MEOs.

(1) TRADOC unit MEOs will not update the TRADOC MEO tracker. This is to ensure that all complaints on the installation are tracked appropriately.

(2) FORSCOM unit MEOs will update the FORSCOM MEO tracker. This is due to reporting differences between FORSCOM and TRADOC.

c. IAW AR 600-20, trained MEOs through the Defense Equal Opportunity Military Institute (DEOMI) are able to take informal and formal complaints. MEOs will follow the EO complaint procedures identified in AR 600-20, Chapter 6, paragraph 6.

d. Equal Opportunity Leaders (EOL) on appointment orders are able to take informal complaints. EOLs will follow the EO complaint procedures identified in AR 600-20 and will notify their servicing MEO within three (3) days.

e. Commanders are authorized to take informal or formal complaints; they will notify their MEO professional within three (3) calendar days when taking either type of complaint to ensure entry into the MEO tracker.

e. All EO and harassment complaints should be attempted to be handled at the lowest level.

7. EO Observances/EOLC

a. All MEOs on Fort Sill will report to the FCoEFS EO Program Manager immediately if their unit discusses or begins the planning of an Ethnic/Special Observance. The EO Program Manager will notify the SJA and CoS for awareness and guidance.

b. All Fort Sill MEOs will assist in the development of monthly flyers at the request of the FCoEFS EO Program Manager and will assist in the distribution across FCoEFS.

c. EOLC Program of Instruction.

(1) All MEO Professionals assigned to FCoEFS will assist with the execution of EOLC by:

(a) Teach at a minimum two (2) classes

(b) Provide assistance during all Practical Exercises (PE)

(c) Be present when possible during the course to provide guidance and experience to EOL students.

Glossary

Chapter I Abbreviations

AR

Army Regulation

ACOM

Army Command

ASCC

Army Service Component Command

CCA

Command Climate Assessment

DA

Department of the Army

DEOCS

Defense Organizational Climate Survey

DHA

Defense Health Agency

DRU

Direct Reporting Unit

EEO

Equal Employment Opportunity

EO

Equal Opportunity

EOL

Equal Opportunity Leader

EOLC

Equal Opportunity Leaders Course

USAFCoEFS

U.S. Army Fires Center of Excellence and Fort Sill

FOIA

Freedom of Information Act

HQDA

Headquarters, Department of the Army

IG

Inspector General

MEO

Military Equal Opportunity

MP

Military Police

MSC

Major Subordinate Commands

MTF

Military Treatment Facilities

NCTO

Non-Command Type Organization

PAO

Public Affairs Office

PMO

Provost Marshal

POI

Program of Instruction

RA

Regular Army

SARC

Sexual Assault Response Coordinator

SAV

Staff Assisted Visits

SJA

Staff Judge Advocate

SRO

Senior Responsible Officials

TRADOC

Training and Doctrine Command

USACIDC

United States Army Criminal Investigation Command

USAFCOEFS

U.S. Army Fires Center of Excellence and Fort Sill

APPENDIX A CCA Reporting

A-1 GENERAL

a. MEOs will report NLT the 1st of the each month with the following reporting example. Include the name of the unit, name of the commander, the Change of Command (CoC) date, and the annual due dates.

BN						
Position	Commanders	CoC Date	CCS Initial	1ST Annual	2ND Annual	Remarks
BN CDR	Name of Commander	22-May-20				
HSB CDR						
A CDR						
B CDR						

APPENDIX B
CCA Action Plan Example



Choose an item.
enter a date.

DEPARTMENT OF THE ARMY

Choose an item.

Choose an item.

[Click here to](#)

MEMORANDUM FOR RECORD (ARIMS Records Number)

SUBJECT: Command Climate Survey Plan of Action

1. Reference: AR 600-20, Army Command Policy, 24 July 2020
2. Equal Opportunity Command Climate Survey Details:
 - a. Unit: Choose an item.
 - b. Date Survey was conducted: [Click here to enter a date.](#)
 - c. Type of survey conducted: Annual
 - d. Method of survey conducted: DEOCS
 - e. Date focus group was conducted: Yes No [Click here to enter a date.](#)
 - f. Date feedback session with unit was conducted: [Click here to enter a date.](#)
 - g. Date brief to next higher commander: [Click here to enter a date.](#)
3. Summary of commander's Identified Concerns:
 - a. Concern 1 (i.e. SHARP)
 - b. Concern 2 (i.e. trust in leadership – Communications)
 - c. Concern 3 (i.e. burnout – unit cohesion – hazing signs)
4. Summary of Commander's Plan of Action for above concerns:

a. Plan of action for Concern 1 is (i.e. additional training scheduled on a monthly basis for target audience, etc.)

b. Plan of action for concern 2 is (i.e. sensing sessions, training meetings, feedback sessions, and NCOPD/OPD programs monthly/quarterly)

c. Plan of action for concern 3 is (i.e. policy reinforcement, writing additional policies, training teams, and development activities)

5. The point of contact for this memorandum is undersigned at first.i.last.mil@army.mil.

FIRST I. LAST
CPT, FA
Commanding

DISTRIBUTION:

**APPENDIX C
MEO Tracker Update**

Add a New EO Case

All items are required to maintain accuracy in tracking. Complaint information is required for initial report (within 72 hours) except Date of Reprisal C.

Equal Opportunity Complaint Case Listing

Complaint Information:

Servicing EOA:	Date of Complaint:
Type of Complaint:	Date of Incident:
Type of Incident:	Commanders Name:
Location of Incident:	Date of Reprisal Counseling:
Online/Electronic Media Used:	

Complainant Information:

Pay Grade:
Name:
Race:
Sex:
Position:
UIC:
Unit & Station:
Duty Status:
DOD ID#:
Religion:
Age:

Subject Information:

Pay Grade:
Name:
Race:
Sex:
Position:
UIC:
Unit & Station:
Duty Status:
DOD ID#:
Religion:
Age:

Guidelines:

EO Category: Race, Color, National Origin, Sex (to include gender identity and pregnancy), Sexual Orientation, Religion, Hazing, Bullying, Discriminatory Harassment
Type of Complaint: Formal, Informal, Anonymous
Type of Incident: Hostile Environment, Evaluation Report, Assignment/Duty Position, Other
Online/Electronic Media Used: Yes or No
Race: American Indian/Alaskan Native, Asian, Black or African American, Native Hawaiian or Pacific Islander, Hispanic or Latino, White/Caucasian, Other, Unknown
Sex: Male or Female
Duty Status: Active, ARNG Title 10, Reserve Title 10, Civilian

APPENDIX D References

Section I Required Publications

AR 600-20

Army Command Policy

Department of Defense Directive 1350.2

Department of Defense Military Equal Opportunity Program

Department of Defense Directive 1020.02E

Diversity Management and Equal Opportunity in the DoD

Department of Defense Instruction 1020.03

Harassment Prevention and Response in the Armed Forces

USAFCoEFS CG Policy Memorandum #2

Commanders Open Door Policy

USAFCoEFS CG Policy Memorandum #5A

Equal Opportunity

USAFCoEFS CG Policy Memorandum #5C

Equal Opportunity and Accommodations

USAFCoEFS CG Policy Memorandum #5D

Hazing and Bullying

TRADOC Policy Letter 2

Commanders Open Door Policy

TRADOC Policy Letter 3

Equal Employment Opportunity (EEO), Dispute Resolution/Anti-Harassment

TRADOC Policy Letter 4

Equal Opportunity, SHARP and Treatment of Persons