

**Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Eustis, Virginia 23604-5730**

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

**9 July 2019**

**Personnel – General**

**Army Command Policy – Equal Opportunity Program**

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**FOR THE COMMANDER:**

**OFFICIAL:**

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**History.** This publication is Supplement 1 to Army Regulation 600-20.

**Summary.** This publication is Supplement 1 to Army Regulation 600-20. This supplement updates responsibilities and policies for the TRADOC Equal Opportunity Program and establishes the TRADOC Equal Opportunity Advisor of the Year Award, Equal Opportunity Reporting System case input requirements, statistical reporting requirements as well as procedures for the conduct of TRADOC Equal Opportunity staff assistance visits.

**Applicability.** This supplement applies to all TRADOC organizations and activities.

**Supplementation.** The U.S. Army Deputy Chief of Staff, G-1 (DAPE-MP), 300 Army Pentagon, Washington, DC 20310-0300, approved this supplement to AR 600-20 on 8 May 2019. The proponent of this supplement is the TRADOC DCS, G-1/4, 661 Sheppard Place (ATCS-E), Fort Eustis, Virginia 23604-5755. Further supplementation of this regulation is prohibited without prior approval from TRADOC DCS, G-1/4.

**Suggested improvements.** Forward requests for supplementation on Department of the Army Form 2028 (Recommended Changes to Publications and Blank Forms) through the TRADOC Deputy Chief of Staff (DCS), G-1/4, 661 Sheppard Place (ATCS-E), Fort Eustis, Virginia 23604-5755.

**Distribution.** This supplement is available in electronic media only at the TRADOC Administrative Publications website (<https://adminpubs.tradoc.army.mil/>).

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Supplement Army Regulation (AR) 600-20, as follows-

After paragraph 6-2a, add subparagraph 6-2a(4) as follows:

“(4) Consistent with Army policy, TRADOC will afford an environment free from unlawful discrimination on the basis of sex (including gender identity) and sexual orientation.”

After paragraph 6-2c, add subparagraph 6-2c(12) as follows:

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

After paragraph 6-3d, add subparagraphs 6-3d(9) and 6-3d(10) as follows:

“(9) Conduct equal opportunity staff assistance visit (SAV) of centers of excellence and direct reporting units every two years, typically in conjunction with initial command inspections. TRADOC equal opportunity (EO) professionals will conduct SAVs in order to provide commanders an external assessment of their command.”

(10) Conducting SAVs. The SAV will include focus groups or interviews and walkabouts within the unit footprint (for example, motor pools, company areas, etc.). The purpose of these interactions is two-fold: to provide Soldiers the opportunity to openly express themselves in a non-threatening environment and to provide feedback that can be used to assess the equal opportunity climate to potentially influence changes within the organization. Commanders are encouraged to provide feedback to Soldiers regarding issues raised in focus groups. Apply the following guidance when conducting focus groups:

(a) Prior to conducting the session, the commander, with assistance from their equal opportunity advisor (EOA), will produce a list of questions to help the facilitator stay focused on subjects and matters that are of concern to the commander. Criteria for focus groups are as follows:

- (1) Ensure participants understand the purpose of the focus group.
- (2) Each session should be no more than 90 minutes.
- (3) The ideal group size is 10-20 Soldiers per session.
- (4) The racial make-up of focus groups should be representative of the organization.

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

(6) Regard participants' input as essential and with merit without bias.

(7) The TRADOC Diversity Office will send a letter of notification outlining the structure of focus groups for the SAV (such as, private through specialist (E-1 through E-4), sergeant and staff sergeant (E-5 and E-6), sergeant first class and master sergeant (E-7 and E-8), lieutenant through captain (O-1 through O-3), major and lieutenant colonel (O-4 and O-5)).

(b) TRADOC EO professionals will conduct SAVs using the TRADOC EO SAV Checklist.

(c) Center of excellence and direct reporting units EO professionals will conduct annual SAVs on subordinate units within their command.

(d) At the request of the centers of excellence or direct reporting units commander, TRADOC EO professionals will conduct courtesy site visits in preparation for SAVs or upon discovery of major program management issues.”

At the end of subparagraph 6-3e(9), add the following sentence: “The requirement to submit Quarterly Narrative and Statistical Report data to the next higher command utilizing the automated equal opportunity database has been eliminated.”

After paragraph 6-3f, add subparagraph 6-3f(4) as follows:

“(4) Ensure installation EO offices facilitate an Equal Opportunity Leader Course (EOLC) to assist tenant commanders in meeting regulatory guidance for the appointment of equal opportunity leaders (EOLs). The EOLC will train students to become EOLs and provide the minimum training required for them to fulfill their duties and responsibilities. EOLC will provide consistency in the curriculum for students to perform EOL duties at the same level and standard, regardless of location. It will be conducted quarterly (or as needed) at the installation level with the help from assigned EO professionals. Soldiers identified to serve as EOLs must complete the course prior to assignment as an EOL.”

At the end of subparagraph 6-3i(11), add the following sentence: “Commanders will digitally and physically post command EO policies, contact information of appointed EOAs and EOLs, and complaint reporting procedures in a manner that all Soldiers in the unit footprint have access.”

At the end of subparagraph 6-3i(12), add the following sentence: “Commanders will appoint a primary and alternate EOL who have graduated EOLC or will attend the course within 90 days of appointment.”

At the end of subparagraph 6-3i(13), add the following: “The requirement to conduct a command climate survey at the 6-month mark is eliminated. Unit command climate surveys are now only required within 60 days of assuming command and annually thereafter.”

At the end of subparagraph 6-3j(11), add the following: “The purchase of informational items is authorized. The purchase of promotional items generally is not authorized. Any contemplated purchase of promotional items must first receive a legal review.”

After paragraph 6-3k, add subparagraph 6-3k(25) through 6-3k(29) as follows:

“(25) Input formal and informal complaints into the Equal Opportunity Reporting System (EORS).

(26) Update all cases within EORS, removing all personally identifiable information, and close out within the established timeframes of the related investigation.

(27) Input Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS) information for commanders within their organization.

(28) Maintain an accurate EOL roster within EORS.

(29) Input treatment of persons cases in EORS upon notification of such cases from commanders. Ensure all treatment of persons case descriptions contain every field in the EORS and a detailed description of event excluding personally identifiable information.”

After paragraph 6-3l, add subparagraph 6-3l(8) as follows: “(8) Appointed EOLs must be graduates of the EOLC or complete EOLC within 90 days of appointment as an EOL. Appointment orders and the EOL’s graduation certificate will be furnished to the servicing EOA for record keeping and tracking purposes.”

After paragraph 6-4d, add paragraphs 6-4e through 6-4j and subparagraphs as follows:

“e. TRADOC Equal Opportunity Advisor of the Year Award recognizes the most outstanding EOA for achievements in support of TRADOC EO programs.

f. Any TRADOC EOA currently assigned to an authorized EOA position who has performed the duties of an EOA for a minimum of 9 months prior to submission date of packet to the TRADOC Command Diversity Office is eligible for the TRADOC Equal Opportunity Advisor of the Year Award.

g. TRADOC EOA nomination criteria is as follows:

(1) Successfully advised/assisted commander(s) in managing the EO program within guidelines established by Headquarters Department of the Army, TRADOC, and their respective command.

- (2) Demonstrated outstanding personal qualities and traits required to be a successful EOA.
  - (3) Individually contributed to the EO program by implementing new programs, policies, and/or special events that increased soldiers, civilians, and family members' cultural awareness and knowledge.
  - (4) Displayed exceptional knowledge of the Army EO program while providing sound advice to the chain of command on EO-related policies, issues, and concerns.
  - (5) Directly affected the readiness of the organization and the U.S. Army through exceptional leadership while significantly contributing to the EO program.
  - (6) Significantly contributed to the organization and local community in the area of human relations, equal opportunity, human resources, and military service resulting in a positive relationship.
  - (7) Fully supported and contributed to the advancement of the understanding and value of diversity that created opportunities for all.
  - (8) Met height and weight standards in accordance with AR 600-9.
  - (9) Achieved a passing score on the Army Physical Fitness Test (with alternate aerobic events authorized).
  - (10) No pending adverse action.
- h. Nomination packets will include the following:
- (1) Endorsement memorandum by the first unit of action or higher-level commander in the nominee's chain of command (such as, Chief of Staff, Deputy Commanding General, or Commanding General).
  - (2) Endorsement memorandum by the Headquarters TRADOC Commanding General.
  - (3) A memorandum verifying the nominee's full name, rank/grade, installation assigned, date of assignment, and that there is no pending adverse action signed by the servicing S-1/G-1 (personnel officer).
  - (4) A narrative biography, not to exceed one single-spaced, typewritten page in 12-point Arial font.
  - (5) A narrative of duties, actions taken to support commanders in maximizing human potential and ensuring fair treatment for all persons based on merit, fitness, and capability in support of readiness, not to exceed two double-spaced, typewritten pages in 12-point Arial font.

- (6) A citation with the EOA's accomplishments.
- (7) Current full color standard DA photo in the Army service uniform.
- (8) DA Form 705, Army Physical Fitness Test Scorecard, and DA Form 5500, Body Fat Worksheet (Male) or DA Form 5501, Body Fat Worksheet (Female), as applicable.
  - i. Forward nominations digitally via encrypted email with recommendations to the [TRADOC EO Office](#). If digital means are not available, then nominations will be forwarded to TRADOC Command Diversity Office, G-1/4, 661 Sheppard Place (ATCS-E), Fort Eustis, Virginia 23604-5755. The submission dates for all packets and selection board will be determined and disseminated through an annual tasking order.
  - j. All nominations received will be automatically submitted to Headquarters, Department of the Army for The Army's EOA of the Year Award by the TRADOC Command Diversity Office.”

At the end of paragraph 6-9d, add the following sentence: “Complaint procedures are outlined in appendix C.”

After paragraph 6-14, add paragraphs 6-14e and 6-14f as follows:

“e. Command climate survey executive summary and command climate assessment action plan will describe the commander’s planned corrective actions. After the command climate survey closes, the commander and EOA will analyze the survey results and create an executive summary of the data. The executive summary must include significant findings, organizational strengths, and areas of concern. A copy of the executive summary will be provided and briefed to the next higher commander within 30 days after completion. EOAs will note the completion of the assessment and survey in EORS.

f. The command climate survey executive summary and command climate assessment action plan can be used in lieu of the requirement for an EOAP if it has planned achievable steps that eliminate practices denying fair and equitable treatment to Soldiers and their families, and that monitor progress toward these goals.”

After paragraph 6-15, add paragraph 6-15d as follows:

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

At the end of paragraph 6-16, add sentence as follows: “The requirement to submit Quarterly Narrative and Statistical Report data to the next higher command utilizing the automated equal opportunity database has been eliminated.”

After paragraph 6-16, add paragraphs 6-16g and 6-16h with subparagraphs as follows:

“g. The running estimate report is due to TRADOC EO office on the 10th day of the first month of every quarter. The intent of this report is to give commanders the ability to gauge the climate of their command. It enables EO program managers to notice increases or decreases in the types of complaints allowing the program to recommend strategies to their commands to improve the climates. This report is due to TRADOC EO office on the 10th day of the first month of every quarter.

h. The TRADOC EO office will publish a pending cases report and EORS hierarchy report quarterly for review and action as needed by subordinate EO offices.

(1) The pending cases report is a quarterly report published by the TRADOC EO Office and distributed to TRADOC organizational EO offices by the 10th day of the first month each quarter. Feedback is required on all pending cases within 14 days of receiving the report. The intent of this report is to reduce the number of outstanding pending cases and to ensure cases are closed out in EORS.

(2) The EORS hierarchy report is a quarterly report published by the TRADOC EO Office and distributed to TRADOC organizational EO offices by the 10th day of the first month each quarter. The intent of this report is to allow EO program managers additional oversight of the activity of their subordinate EOAs.”

At the end of paragraph C-1, add the following sentence: “The EO complaints processing system will also address complaints that allege unlawful discrimination or unfair treatment on the basis of sex (including gender identity) and sexual orientation.”

After paragraph C-1b, add subparagraphs C-1b(7) and C-1b(8) as follows:

“(7) EOAs will notify their senior EOA and/or program manager of formal complaints within three calendar days of the commander signing for the formal complaint. This step will ensure installation EO programs maintain oversight of formal complaint timelines while maintaining accuracy of complaint information within EORS.

(8) In cases where the subject and complainant are from different commands or organizations, the formal complaint will be filed with the subject’s commander who has UCMJ authority and the power to take corrective action (if required). ”

At the end of paragraph C-4a, add the following sentence: “The commander is also required to identify and rectify unlawful discrimination on the basis of sex (including gender identity) and sexual orientation.”

After paragraph C-5, add paragraphs C-5a through C-5c and subparagraphs as follows:

“a. Upon receipt of a formal complaint, EOAs must ensure the DA Form 7279, Equal Opportunity Complaint Form, is fully and accurately completed to include an accurate description of the nature of complaint, the requested remedy, and the signed affidavit. The EOA will sign for the complaint once all information is verified. The EOA has three calendar days to refer the complaint to the appropriate commander once signed. Under no circumstances will an EO office hold a complaint once the complainant and the receiving EOA have signed the DA Form 7279.

b. The commander has 14 calendar days to complete an investigation once the commander signs for the complaint. In the event that these requirements cannot be completed within 14 calendar days, the commander must request an extension of up to 30 days from the next higher commander. The first general officer in the chain of command must approve additional extensions. Upon the approval of an extension, the commander must inform the complainant within three calendar days of the extension, its duration, and the reasons for which it was requested. The 14 or 30 day time periods do not include time necessary to comply with the referral requirements of Army Regulation 15-6, to conduct a legal review, or for the approval authority to take final action on the investigation report. However, the appointing authority will ensure timely completion of the investigation. Once complete, the approval authority will inform the complainant and the subject of the results of the investigation, in writing utilizing DA Form 7279, block 11e. The complaint process is not complete until the results of the investigation have been given to the complainant and subject in writing. The servicing EOA will track all formal complaint timelines and ensure all information is correctly entered into EORS.

c. EOAs will enter formal complaints into EORS within three calendar days of the commander signing the formal complaint. In the event a complaint is received by an EOA that is operating under a memorandum of agreement or understanding, the complaint will be entered by the EOA of the headquarters the tenant unit reports to, not the servicing local EOA. In this instance, four calendar days will be allowed for case input by the responsible headquarters EOA. The following information is required to enter formal, informal, and treatment of persons cases within EORS:

- (1) Installation origin of the complaint;
- (2) All information within the complainant information portion;
- (3) All information within the subject information portion;
- (4) All information within complaint status;
- (5) Specific allegations must contain a minimum of the 5Ws of the complaint without PII;
- (6) Complaint processing actions provide an update to higher echelons on the progress of the complaint;

(7) All dates must match case paperwork file and will be entered into EORS; and

(8) Closeout of the case within EORS requires the EOA to enter the date that the 30-45 day follow up was conducted.”

After paragraph C-6k, add subparagraph C-6k(11) as follows:

“(11) Written legal review by the servicing Office of the Staff Judge Advocate.”

At the end of paragraph C-9, add the following sentence: “If the complaint was filed with, and began at the General Courts-Martial Convening Authority level and the General Courts-Martial Convening Authority was the investigating commander and/or appointed the investigating officer for the investigation, the complainant has the right to appeal to the next higher commander.”

At the end of paragraph C-10, add the following: “The assessment date and any recommendations implemented by the commander must be input into the EORS by the EOA within three calendar days. The EOA will close the case in EORS by inputting the date completed. Case files will be maintained internally for a period of 2 years.”

At the end of paragraph D-1a, add the following: “The requirement to conduct a command climate survey at the 6-month mark is eliminated. Unit command climate surveys are now only required within 60 days of assuming command.”

At the end of paragraph D-1b, add the following: “Commanders will use the DEOCS for the survey component of their command climate assessment.”

After paragraph D-1, add paragraph D-1c as follows:

“c. Commanding generals may authorize headquarters commanders an exemption from conducting a DEOCS. This exemption is allowed only if those personnel are rolled into the commanding general’s DEOCS. The personnel performing duties within the Headquarters can have breakout surveys within the commanding general’s survey that will serve as the DEOCS for the company commander.”

At the end of paragraph D-3, add the following sentence: “The requirement to submit Quarterly Narrative and Statistical Report data to the next higher command utilizing the automated Equal Opportunity database has been eliminated.”

At the end of paragraph D-4, add the following: “Commanders will use the DEOCS for the survey component of their command climate assessments. An EOA must order the DEOCS; EOLs are not authorized to request a DEOCS.”

At the end of paragraph D-5, add the following: “Command climate surveys help commanders establish and maintain a positive command climate, which, in turn, helps sustain a Ready and Resilient Force. Command climate surveys are particularly important as we continue to work to

eliminate discrimination based on race, color, sex (including gender identity), religion, national origin, or sexual orientation.”

At the end of paragraph D-6, add the following: “The DEOCS is designed to protect respondent anonymity. Unit results will not be broken out by demographic group (such as race, gender 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. Any allegations or reports of sexual assault will be immediately reported to U.S. Army Criminal Investigative Command.”

Add to the appendix A, References, Section IV, Referenced Forms:

DA Form 705  
Army Physical Fitness Test Scorecard

DA Form 5500  
Body Fat Worksheet (Male)

DA Form 5501  
Body Fat Worksheet (Female)

Add to the glossary Section I, Abbreviations, the following terms:

DEOCS	Defense Equal Opportunity Management Institute Organizational Climate Survey
EOL	equal opportunity leader
EOLC	Equal Opportunity Leader Course
G-1	organization personnel staff officer
S-1	manpower and personnel staff officer