

Department of the Army
Headquarters, Forces Command
1777 Hardee Avenue, SW.
Fort McPherson, Georgia 30330-1062
1 April 1992

*FORSCOM Regulation 690-9

Civilian Personnel
FORSCOM EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Summary. This regulation establishes policy and procedures and assigns responsibility for the administration of the FORSCOM Equal Employment Opportunity (EEO) Program.

Applicability. This regulation applies to all activities (appropriated and non-appropriated funds) of FORSCOM and organizations with personnel servicing agreements with this command. It covers all employees and applicants for employment. Where the provisions of this regulation differ from the provisions of a written agreement between the installation/serviced organizations and an exclusive bargaining unit, the provisions of the agreement apply to employees subject to the agreement.

Supplementation of this regulation is prohibited unless approved by CDR, FORSCOM, ATTN: FCJ1-EE, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

Interim changes to this regulation are not official unless they are authenticated by the Director, Command, Control, Communications, and Computers, J6, FORSCOM.

Suggested improvements. The proponent of this regulation is the Director of Personnel, J1, FORSCOM. Users are invited to send comments and suggestions on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to CDR, FORSCOM, ATTN: FCJ1-EE, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

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FOR THE COMMANDER:

OFFICIAL:

C. G. MARSH
Major General, USA
Chief of Staff

Signed

ALEXANDER.J. FOX
Colonel, USA
Director, Command, Control
Communications and Computers, J6

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*This regulation supersedes FORSCOM Regulation 690-9, dated 1 January 1984.

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1. Purpose

This regulation establishes policy, assigns responsibilities, and states requirements to implement and evaluate the Equal Employment Opportunity (EEO) Program within Forces Command (FORSCOM). The FORSCOM EEO Program includes the Affirmative Employment Program (AEP) for minorities and women; the Federal Women's Program (FWP); the Hispanic Employment Program (HEP); the Black Employment Program (BEP); and actions to process and resolve complaints of discrimination.

2. References

SECTION I

Required Publications

AR 690-12 (Equal Employment Opportunity and Affirmative Action). Cited in paragraphs 9b and 10b.

AR 690-600 (Equal Employment Opportunity Discrimination Complaints). Cited in paragraphs 4c(3) and 13.

Code of Federal Regulations, Title 29, Part 1613 (29 CFR 1613) (Equal Employment Opportunity in the Federal Government). Cited in paragraph 13.

EEO 700 Series (Affirmative Action MD-Programs). Cited in paragraph 12a.

FPM Chapter 720 (Affirmative Employment Programs). Cited in paragraph 12a.

SECTION II

Related Publications

Public Law 92-261 (Equal Employment Opportunity Act of 1972).

3. Explanation of Abbreviations and Terms

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

4. Responsibilities

a. Responsibility for all aspects of the EEO Program extends from the commander, FORSCOM, and serviced organizations through the chain of command to commanders, managers, and supervisors at all levels. Commanders and heads of organizations at all levels will--

(1) Implement an effective EEO Program.

(2) Support the EEO Program by ensuring that adequate resources, including appropriate staffing, are provided to implement the program. Issue policy statements (i.e., policy memorandums, supplements, regulations, etc.) expressing their expectations directing appropriate affirmative actions and acting promptly to correct any identified discrimination.

(3) Upon assumption of command, issue a policy statement on EEO and Affirmative Action (AA).

b. The command EEO officer has the overall responsibility for all EEO policy matters, for active leadership and guidance to develop and implement all aspects of the EEO Program, and to evaluate the EEO Program at the MACOM level. The EEO officer is the principal EEO advisor to the commanding general, FORSCOM. In addition, the command EEO officer will--

(1) Ensure that the EEO Program is operated effectively and efficiently throughout all FORSCOM installations and serviced areas.

(2) Supervise the preparation, submission, and implementation of MACOM-level AEP plans, updates, and accomplishment reports.

(3) Process individual and class action complaints that have been escalated to the MACOM level in accordance with governing regulations and directives.

(4) Make on-site evaluations of operating-level EEO Program effectiveness and give staff assistance as needed.

(5) Serve as command Career Program Manager for the EEO career field.

c. Installation EEO officers are responsible for managing the EEO Program and advising installation and serviced activity commanders/directors on EEO matters that require their attention. The EEO officer will-

- (1) Develop, coordinate, and evaluate AEP plans for minorities and women.
- (2) Provide leadership and guidance to the Special Emphasis Program (SEP) managers.
- (3) Ensure compliance with AR 690-600.
- (4) Ensure that commanders issue policy statements on EEO and Sexual Harassment and provide copies to the FORSCOM EEO Office.

d. The FORSCOM Director of Civilian Personnel coordinates with the FORSCOM EEO officer on EEO matters.

e. Installation Civilian Personnel Officers (CPOs) will-

- (1) Develop and implement recruiting plans for minorities and women, handicapped individuals, and disabled veterans.
- (2) Develop and implement training and upward mobility programs.
- (3) Conduct ongoing reviews and analyses of personnel policies, practices, and procedures to identify employment barriers to AA in the personnel management system.
- (4) Provide data for statistical reports and analyses, barrier analyses, and, where necessary, barrier removal.

(5) Appoint an EEO action officer to coordinate and advise the CPO on EEO matters; advise and assist in planning and implementing affirmative recruitment and action plans; assist EEO counselors in the conduct of inquiries; and assist the EEO office in the conduct of EEO investigations and hearings.

f. Staff Judge Advocate is responsible to provide legal advice to commanders, EEO officials, and management officials on AA/EEO policy and specific actions.

g. Under the leadership of the commander and with the advice and assistance of the EEO officer, managers and supervisors will insure fair and equitable treatment of minorities, women, and handicapped individuals in hiring, training, advancement, and all other employment aspects. Managers and supervisors will--

- (1) Provide a copy of the commander's EEO policy statement to all employees within their organizations and communicate to employees their own personnel policy.
- (2) Implement and carry out the requirements of the AEP plan.
- (3) Ensure the application of Department of the Army and Federal Government policy of equal opportunity and treatment in all aspects of their

personnel management areas in which they are involved, including selections, promotions, details, training, award recommendations, performance appraisals, and administration of discipline.

(4) Take appropriate action to resolve discrimination complaints within their areas of responsibility that are brought to their attention by EEO program officials.

(5) Ensure the maintenance of harmonious working relationships among subordinate employees and initiate positive action to eliminate any forms of sexual harassment or other harassment due to age, religion, race, color, national origin, or physical or mental handicap.

h. SEP managers (FWP manager, HEP manager, and BEP manager), working under the supervision of the EEO officer, will advise the commander, managers, and supervisors on the employment status and program requirements for women, Hispanics, and Blacks. SEP managers will attend at least one of the national conferences that deals with their constituency's issues each fiscal year.

5. Policies

EEO is an inherent part of all personnel management policies, procedures, practices, and actions that affect employment, assignment, promotion, training and development, awards and recognition, discipline, working conditions, and facilities and services for employees and applicants for employment.

a. All personnel policies, actions, and employment practices must be free of discrimination and demonstrate full adherence to the letter and spirit of Federal Government policy. They must guarantee EEO for all persons, without regard to age, color, race, national origin, religion, sex, physical or mental handicap.

b. Activities, facilities, services, and training programs operated, sponsored, or participated in by the Department of the Army will be made available to all employees without regard to age, color, race, national origin, religion, sex, physical or mental handicap without reprisal. Some restrictions may apply to specific active or retired military members and their dependents.

c. Employees and applicants for employment are guaranteed the right to present discrimination complaints freely and without fear of coercion, reprisal, or retaliation.

d. Sexual harassment violates acceptable standards of conduct required of all Army personnel and will not be tolerated. Sexual harassment is defined as--

(1) Influencing, offering to influence, or threatening the career, pay, or job of another person (woman or man) in exchange for sexual favors.

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(2) Deliberate or repeated offensive comments, gestures, or physical contact of a sexual nature in a work or duty-related environment.

6. Mandatory EEO Training

a. EEO training for new supervisors will be included in the Basic Supervisory Development Course. This training will be conducted by the servicing EEO office. Refresher training will be required whenever there is a substantial change in EEO policy.

b. Supervisors, managers, and employees will receive training in the Prevention of Sexual Harassment.

c. New supervisors should be scheduled to attend EEO training for new supervisors and Prevention of Sexual Harassment Training within 180 days after their appointment.

7. EEO Performance Evaluation of Managers and Supervisors

Civilian managers and supervisors who have authority to recommend or affect civilian personnel management decisions (for example, hires, promotes, awards, trains, disciplines) will have an EEO element included in their performance standards and will be evaluated on their EEO performance. EEO officers should have input into the development of EEO performance standards for managers and supervisors.

8. EEO Committees

EEO committees will be established to advise installation commanders on such matters as maintaining effective communications with the community and/or the work force and to make recommendations affecting the overall installation EEO Program. Committees should be composed of representatives from directorates, staff offices, and tenant organizations. The word "advisory" will not be used as a part of the committee title. Committees will not act on complaints of discrimination. Committees will meet whenever necessary and at least annually.

9. Federal Women's Program

a. The FWP's purpose is to assist commanders/directors and the EEO officers in ensuring EEO for women. This includes providing a work environment free from discrimination; identifying systemic factors that have an adverse impact on the employment of women; and implementing an AEP to achieve full representation of women in every organizational element, occupational category, and grade level commensurate with their representation in the relevant labor force.

b. An FWP manager will be appointed to lead and direct the overall development of the FWP. The FWP manager will advise the EEO officer and the commander on matters affecting the employment and advancement of women. The FWP manager is a part of management; therefore, he or she may not function as an employee advocate, but will serve as an advocate for the changes necessary to overcome barriers that restrict EEO for women. A detailed breakout of the specific duties of the FWP manager is provided in AR 690-12.

c. An FWP committee will be established to assist and advise the FWP manager and the EEO officer on the employment concerns of women in the work force and applicants for employment. The FWP committee will--

(1) Continually assess the status of women in the work force and applicants for employment, to include the identification of problem areas and the recommendation of possible solutions.

(2) Provide an avenue through which suggestions and recommendations can reach the proper level of the chain of command.

(3) Assist in planning and implementing programs and seminars to inform employees of the need for EEO for women, as well as programs geared toward career enhancement.

(4) Work on special project subcommittees as appointed by the FWP manager.

(5) Develop methods to overcome attitudes and practices that have adversely affected women.

(6) Assist in the development of AA goals and in implementing those sections of the AEP plan that relate to women employees.

(7) Provide an effective communications network among the women employees of the various organizations at the installation.

d. The FWP committee will be comprised of representatives and alternates from each major organization, to include tenant organizations. The committee should be representative of the work force (i.e., organization, occupation, grades, and ethnic diversity).

e. The FWP committee should be structured under an installation regulation and have documented objectives. This may take the form of by-laws/charters; however, this document, in whatever form, should be staffed through the appropriate channels and endorsed by the commander.

f. The FWP committee should meet at least quarterly for general meetings, and special meetings shall be called at the discretion of the FWP manager.

g. Minutes of each meeting will be prepared and forwarded through appropriate channels to the installation commander.

10. Hispanic Employment Program

a. The purpose of the HEP is to assist commanders/directors and the EEO officer in ensuring EEO for Hispanics. This includes providing a work environment free from discrimination; identifying systemic factors that have an adverse impact on the employment of Hispanics; and implementing an AEP to achieve full representation of Hispanics in every organizational element, occupational category, and grade level commensurate with their representation in the relevant labor force.

b. An HEP manager will be appointed to lead and direct the overall development of the HER. The HEP manager will advise the EEO officer and the commander on matters affecting the employment and advancement of Hispanics. The HEP manager is a part of management; therefore, he or she may not function as an employee advocate, but will serve as an advocate for the changes necessary to overcome barriers that restrict EEO for Hispanics. A detailed breakout of the specific duties of the HEP manager is provided in AR 690-12.

c. An HEP committee will be established to assist and advise the HEP manager and the EEO officer on the employment concerns of Hispanics in the work force and applicants for employment. The HEP committee will--

(1) Continually assess the status of Hispanics in the work force and applicants for employment, to include the identification of problem areas and the recommendation of possible solutions.

(2) Provide an avenue through which suggestions and recommendations can reach the proper level in the chain of command.

(3) Assist in planning and implementing programs and seminars to inform employees of the need for EEO for Hispanics, as well as programs geared toward career enhancement.

(4) Work on special project subcommittees as appointed by the HEP manager.

(5) Develop methods to overcome attitudes and practices that have adversely affected Hispanics.

(6) Assist in the development of AA goals and in implementing those sections of the AEP plan which relate to Hispanic employees.

(7) Provide an effective communications network among the Hispanic employees of the various organizations at the installation.

d. The HEP committee will be comprised of representatives and alternates from each major organization, to include tenant organizations. The committee should be representative of the work force (i.e., organization, occupation, grades, and ethnic diversity).

e. The HEP committee should be structured under an installation regulation and have documented

objectives. This may take the form of by-laws/ charters; however, this document, in whatever form, should be staffed through the appropriate channels and endorsed by the commander.

f. The HEP committee should meet at least quarterly for general meetings, and special meetings shall be called at the discretion of the HEP manager.

g. Minutes of each meeting will be prepared and forwarded through appropriate channels to the installation commander.

11. Black Employment Program

a. The BEP was established by DA memorandum, Subject: Department of the Army BEP Guidance, dated 3 February 1988 (**Appendix A**).

b. The purpose of the 13EP is to assist commanders directors and the EEO officer in ensuring EEO for Blacks. This includes providing a work environment free from discrimination; identifying systemic factors that have an adverse impact on the employment of Blacks; and implementing an AEP to achieve full representation of Blacks in every organizational element, occupational category, and grade level commensurate with their representation in the relevant labor force.

c. A BEP manager will be appointed to lead and direct the overall development of the BER. The BEP manager will advise the EEO officer and the commander on matters affecting the employment and advancement of Blacks. The BEP manager is a part of management; therefore, he or she may not function as an employee advocate, but will serve as an advocate for the changes necessary to overcome barriers that restrict EEO for Blacks. A detailed breakout of the specific duties of the BEP manager is provided in the DA memorandum (**Appendix A**).

d. A BEP committee will be established to assist and advise the BEP manager and the EEO officer on the employment concerns of Blacks in the work force and applicants for employment. The BEP committee will--

(1) Continually assess the status of Blacks in the work force and applicants for employment, to include the identification of problem areas and the recommendation of possible solutions.

(2) Provide an avenue through which suggestions and recommendations can reach the proper level in the chain of command.

(3) Assist in planning and implementing programs and seminars to inform employees of the need for EEO for Blacks as well as programs geared toward career enhancement.

(4) Work on special project subcommittees as appointed by the BEP manager.

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(5) Develop methods to overcome attitudes and practices that have adversely affected Blacks.

(6) Assist in the development of AA goals and in implementing those sections of the AEP Plan that relate to Black employees.

(7) Provide an effective communications network among the Black employees of the various organizations at the installation.

e. The BEP committee will be comprised of representatives and alternates from each major organization, to include tenant organizations. The committee should be representative of the work force (i.e., organization, occupation, grades, and ethnic diversity).

f. The BEP committee should be structured under an installation regulation and have documented objectives. This may take the form of by-laws/charters; however, this document, in whatever form, should be staffed through the appropriate channels and endorsed by the commander.

g. The BEP committee should meet at least quarterly for general meetings, and special meeting shall be called at the discretion of the BEP manager.

h. Minutes of each meeting will be prepared and forwarded through appropriate channels to the installation commander.

12. AEP for Minorities and Women

a. AEP plans will be developed in accordance with guidance from the EEO Commission (EEO MD-700 Series), Office of Personnel Management (**FPM Chapter 720**), and the Department of Army. AA, taken to improve the disproportionate employment situation or the under representation of minority groups and women through positive management efforts in recruitment, staffing, selection, training, development, and recognition, will be based on merit principles.

b. AA will be taken to overcome the effects of discriminatory practices, policies, or other barriers to EEO for minorities and women. AA will include identifying and eliminating those systemic policies and practices that have an adverse effect on groups of individuals that are related to their race, national origin, or sex. These AA will be designed to work toward achievement of a civilian work force in which minorities and women are represented in every major organizational element, occupational category, and grade level commensurate with their representation in the relevant civilian labor force.

13. EEO Complaints Processing

Civilian employees and applicants for employment who allege discrimination because of sex, race, color, religion, national origin, age, mental or physical handicap, or reprisal in any employment situation must present their complaint in accordance with 29 CFR 1613 and AR 690-600. Procedures for presenting and processing individual and class action complaints of discrimination are contained in AR 690-600.

14. EEO Counselors

EEO counselors are appointed on a full-time or collateral-duty basis to assist in the resolution of complaints of discrimination that are presented in the first step of the complaint process by employees and applicants for employment. As a guide, there should be at least one counselor per 500 serviced employees. EEO counselors work under the technical guidance and supervision of the EEO who issues written letters of instruction and verbal instructions for conducting reviews and inquiries into matters involved in a complaint, for record keeping, and for reporting activities taken. EEO counselors will attempt, to the maximum extent possible and with the assistance of the EEO and SEP managers, to resolve all discrimination complaints in a timely and informal manner. In addition, EEO counselors will--

a. Keep records indicating when informal complaints were initiated, what inquiry methods were used, what records were reviewed, which persons were interviewed, and what was discussed.

b. Report to the EEO officer from the initiation of a complaint, through the inquiry stage of the processing, to the final interview with the complainant. Upon completion of the final interview, prepare DA Form 5492-R (Pre-complaint Counseling Data Sheet) and submit to EEO officer.

15. Posting

The following will be posted on all official bulletin boards in organizations with civilian employees:

a. FORSCOM policy statements (regs) on EEO and sexual harassment in the workplace.

b. The official poster reflecting the pictures and names of EEO counselors for the installation and serviced activities.

APPENDIX A

Department of the Army Black Employment Program Guidance

**DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
WASHINGTON, DC 20310-0103**

3 February 1988

SUBJECT: Department of the Army (DA) Black Employment Program (BEP) Guidance

SEE DISTRIBUTION

1. References:

- a. Department of Defense (DOD) Directive 1440.1, dated 21 May 1987, subject: DOD Civilian Equal Employment Opportunity (EEO) Program.
- b. DA Memorandum, dated 4 August 1987, subject: DA Special Emphasis Programs,
- c. DA Message, dated 8 September 1987, subject: DA Black Employment Program Manager (BEPM).

2. This memorandum, effective immediately, establishes a mandatory Black Employment Program in the Department of the Army and provides for the appointment of a Black Employment Program Manager (BEPM) at each command/installation level. The memorandum also provides the enclosed policy, procedures and implementation guidance to Major Army Commands (MACOMS) and subordinate commands/activities/installations. (TAB A)

3. This information applies to all activities of the DA financed by appropriated or non-appropriated funds and covers all appropriated and non-appropriated employees and applicants except aliens employed outside the limits of the United States. This information will also be included in the new Army Regulation 690-12 (AR 690-12) to be published soon.

4. Point of contact for information concerning this program is Mr. Isiah O. Gatling, who may be reached on AUTOVON 224-4340 or commercial (202) 694-4340.

Signed
Delbert L. Spurlock, Jr.
Assistant Secretary (of the Army
(Manpower and Reserve Affairs)

Enclosures

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SUBJECT: Department of the Army (DA) Black Employment Program (BEP) Guidance

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SUPERINTENDENT, U. S. MILITARY ACADEMY

BLACK EMPLOYMENT PROGRAM (BEP)

1. **POLICY.** The DA shall ensure equal opportunity in the hiring, advancement, training, and treatment of Black employees and to strive toward the achievement of a civilian work force in which Black employees are represented in every major organizational element, occupational category, and grade level commensurate with their representation in the relevant civilian work force. Goals and objectives of the BEP shall be appropriately integrated into all aspects of civilian personnel management. Programs shall be measured against the program goals and objectives.

2. IMPLEMENTATION GUIDANCE

a. The DA BEP Director, under the supervision of the Director, EEO Agency, OASA (M&RA), will develop and evaluate Army-wide policies and procedures for the BEP and provide leadership, advice, and guidance to MACOM and subordinate commands installations/activities.

b. Commanders will ensure that support and resources are provided to the BEP and that managers and supervisors institute the necessary actions and programs to ensure attainment of equal Employment opportunity for Black employees.

c. The Black Employment Program Manager (BEPM), under the supervision of the EEOO, is responsible for the development, implementation, and evaluation of the BEP component of the EEO program within the MACOM, subordinate command, and the installation/activity.

3. APPOINTMENT OF THE BEP MANAGER

a. There will be a BEPM appointed at each level of command who will report to the EEOO. This person shall serve as the subject-matter expert on various issues affecting the employment of Blacks. If appointment of a BEPM on a full-time basis is not feasible, a part-time or collateral duty appointment will be made. However, if the responsibility for the BEP must be assigned on a collateral duty basis sufficient time must be allocated to ensure successful performance of the job. While the time required for program administration on a collateral duty basis may vary, many situations will require 25 percent or more of the employee's time and the duties must be reflected in the employee's position description. Annually an assessment of the Performance of collateral duty BEPMs Should be accomplished, with a copy provided to the incumbent.

b. There should be an established procedure for selecting collateral duty managers to ensure that the selectee has the knowledge and skill necessary for the position. Individuals selected should understand the causes and effects of racial discrimination, have good managerial and organizational skills, be familiar with the principles of personnel management, and be able to identify and work toward the solution of problems which affect the hiring, advancement, training, treatment and recognition of Black employees within the work force. To ensure that the above qualifications are met employees selected will normally be at GS-7 and above.

4. **SPECIFIC DUTIES OF THE BEP MANAGER.** The BEPM is a part of management and, therefore, may not function as an employee advocate, but will serve as an advocate for the changes necessary to overcome barriers which restrict equal employment opportunity for Blacks. The following list of specific duties is not all inclusive nor presented in any order of priority. The priority and emphasis given will vary depending on local needs.

a. Develop and/or receive and analyze statistical data concerning the composition of the work force by organization, occupational categories, grade and/or grade level groupings, and minority/sex designation in order to identify areas where Blacks are underrepresented.

b. Propose and staff reasonable and achievable BEP actions and objectives for inclusion in the AAPP.

c. Work closely with the CPO and with operating officials to identify positions for which there has been a lack of Black employee referrals and to assist in locating Blacks who may be considered for such vacancies.

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- d. Recommend special studies such as survey of employment patterns in various levels and occupations.
- e. Coordinate activities of various segments of the organization to keep them informed and to ensure that they are able to work in harmony toward the BEP objectives.
- f. Review, in cooperation with responsible officials, the training provided to the work force to determine if Black employees are being provided equal consideration for Government-sponsored training based upon organizational and individual development needs.
- g. Provide input into the development, implementation, and evaluation of the Upward Mobility Program. Work with the EEOO, and CPO, to identify positions which may be appropriate as upward mobility trainee positions and assist in counseling Black employees concerning opportunities available to them for advancement through this program.
- h. Review complaints of discrimination in order to identify patterns or practices, supervisory behavior, allegations of racial discrimination, or other problem areas which result in denial of equal opportunity for Black employees in hiring, advancement, training, status, and recognition. When such problems are identified, inform management, the EEOO, and CPO in order that they may take corrective action or include the problem and resolution or barrier removal in the AAPP.
- i. Monitor and evaluate the effectiveness of the BEP on a regular basis (not less than semi-annually) and provide input for reports required by higher echelons.
- j. Provide for Black employees to serve as members or advisors on command boards and committees.
- k. Develop and maintain contact with Historically Black Colleges and Universities (HBCUs) and other colleges and universities with high Black enrollment to insure their participation in Army programs. Contacts should include Placement Directors, Heads of Departments, Faculty members, and Black organizations on Campus. Also, BEPMs should monitor grants and other such programs at the MACOM, activity/installations to determine if HBCUs are receiving equal consideration to participate.
- l. In conjunction with managers/supervisors and the civilian personnel office, provide career information and counseling to Black employees.
- m. As appropriate, work with other organizations and groups, both Government and non-Government, concerned with equal employment for Black employees and/or which are working to eliminate those factors which may exclude Blacks from employment or preclude their career advancement. Such areas might include, but are not limited to:
 - (1) State laws which discriminate on the basis of gender/race/handicap.
 - (2) Failure of educational institutions to accept or train Blacks in various programs on the same basis as their white counterparts.
 - (3) Lack of part-time employment programs to meet the needs of Blacks, particularly Black handicapped employees, older Blacks, or Blacks with unique employment-related problems.
 - (4) Employment and career concerns of Black family members or armed services and Department of Defense civilian personnel.
 - (5) Lack of encouragement for Blacks to seek and prepare for careers in non-traditional fields, i. e., craft and technical areas as well as the professions.
- m. Share knowledge of effective methods and procedures to meet the objectives of the BEP. This can be done through continuing contacts with BEPMs from other DOD activities and other Federal agencies.

n. Deal effectively with all types of media personnel and write news releases and articles on the goals of the BEP.

o. The BEP will represent the commander at local and national Meetings and conferences on Black issues that are beneficial to the Army.

5. BLACK EMPLOYMENT PROGRAM COMMITTEES

a. A BEP committee will be established at, installations to assist Find support the BEPM. However, at smaller installations/activities consideration may be given to integrating this committee with other Special Employment Programs or the EEO committees. A BEP committee provides an opportunity for more people to become involved and to make a personal commitment and contribution to the program. The BEP will serve as the technical adviser of the committee. Committee members will serve as organizational liaisons to provide information about the concerns and needs of Black employees in their respective organizations. Programs sponsored by the committee will focus on the career development of Blacks.

b. The committee should be a working group and representative of the work force (i. e., organization, occupation, and grades).

c. The committee will be established officially by appropriate order or regulation and have documented objectives. Meetings will be scheduled on a regular basis and conducted according to an established agenda. Appropriate committee recommendations may be forwarded to the commander via the BEPM and the EEOO. Minutes of the meetings should be maintained for the record.

GLOSSARY

Affirmative Action (AA)

Action taken to provide equal employment opportunity in hiring, promotion, training, recognition, and all other aspects of employment to minority group members, women, and handicapped individuals.

Affirmative Employment Program (AEP) Plan

An agency developed plan that outlines goals, objectives, and action items for eliminating identified barriers to the employment and advancement of minorities and women.

Black Employment Program (BEP)

A DA-mandated program designed to enhance employment and advancement opportunities for Blacks.

BEP Manager

The individual responsible for managing and directing the overall development of the Black Employment Program.

Civilian Labor Force

Persons 16 years of age or over, excluding those in the Armed Forces, who are employed or seeking employment.

Equal Employment Opportunity (EEO)

Providing equal opportunity in employment on the basis of merit and fitness without regard to race, color, religion, sex, national origin, age, and handicapping conditions.

EEO Commission

Federal agency with oversight responsibility for EEO and affirmative action programs and for providing guidance to Federal agencies regarding the development and implementation of program plans.

Federal Women's Program (FWP)

A Federally mandated program designed to enhance employment and advancement opportunities for women.

FWP Manager

The individual responsible for managing and directing the overall development of the Federal Women's Program.

Hispanic Employment Program (HEP)

A Federally mandated program designed to enhance employment and advancement opportunities for Hispanics.

HEP Manager

The individual responsible for managing and directing the overall development of the Hispanic Employment Program.

Office of Personnel Management (OPM)

The Federal agency with responsibility for developing policies governing civilian employment in Executive branch agencies.