

Department of the Army  
Headquarters, United States Army Training  
and Doctrine Command  
Fort Monroe, Virginia 23651-5000

TRADOC Suppl 1 to AR 690-12  
C1

9 March 1990

Civilian Personnel  
EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

Summary. This change rescinds TRADOC Form 392-R (Affirmative Employment Program Report on Special Emphasis Program), dated Sep 89 and implements TRADOC Form 392-R, dated Mar 90.

Forms. "R" forms at the back of this supplement are for local reproduction. Have them printed through your forms management officer.

Suggested improvements. The proponent of this supplement is the Office of the Deputy Chief of Staff for Personnel, Administration and Logistics. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to the Commander, HQ TRADOC, ATTN: ATPL-E, Fort Monroe, Virginia 23651-5000.

1. TRADOC Suppl 1 to AR 690-12, dated 30 Oct 89, is changed as follows:
  - a. Remove TRADOC Form 392-R, dated Sep 89.
  - b. Insert with TRADOC Form 392-R, dated Mar 90.
2. File this transmittal sheet in front of publication.

FOR THE COMMANDER:

OFFICIAL: JAMES W. VAN LOBEN SELS  
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HQDA (SFEOA)

30 October 1989

**Civilian Personnel**  
**EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION**

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**Summary.** This supplement updates policies and procedures within the U.S. Army Training and Doctrine Command promulgated by Army Regulation 690-12.

**Supplementation.** Further supplementation is prohibited without prior approval from HQ TRADOC, ATTN: ATPL-E.

**Forms.** "R" forms at the back of this supplement are for local reproduction. Have them printed through your forms management officer.

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**Suggested improvements.** The proponent of this supplement is the Office of the Deputy Chief of Staff Personnel, Administration and Logistics. Send comments and suggested improvements on DA Form 2028 (Recommended Change to Publications and Blank Forms) through channels to the Commander, HQ TRADOC, ATTN: ATPL-E, Fort Monroe, Virginia 23651-5000.

AR 690-12 March 1988, is supplemented as follows:

Paragraph 1-4i. Responsibilities. Add the following: All supervisors and managers are required to attend 4 hours of EEO training within 6 months of assuming said duties. Additional training, commensurate with OPM's 3-day supervisory/managerial training in EEO will be provided. Refresher training will be required whenever there is a substantial change in EEO policy.

Paragraph 1-7. Program operation.

1-7c. Add the following: TRADOC EEO will conduct staff assistance visits (SAV) to each installation annually. The visit will be conducted in accordance with procedures set forth in the DA EEO Program Evaluation Manual, dated 30 Sep 83, and by the Equal Employment Opportunity Commission. ATPL-E will dispatch a communication notifying installation EEO offices of the SAV schedule and requirements during the month preceding the beginning of a fiscal year. A reminder message will be sent the month preceding the visit. A memorandum will be sent to the installation commander notifying him/her of the results of the SAV along with an adjective rating of the program. If the program is rated below satisfactory, a report of corrective actions will be required.

1-7i(4). Add the following: TRADOC installations and activities must obtain approval from Commander, TRADOC, ATTN: ATPL-E, prior to integrating committees.

Chapter 2. Affirmative Action Program for Minorities and Women. Change all references from "affirmative action" to "affirmative employment."

Paragraph 2-3g. Affirmative Action Program Plan Development. Add the following: HQ TRADOC will

provide guidance and instruction for TRADOC unique Affirmative Employment Program (AEP) requirements. Installation EEOOs will submit installation plans and annual accomplishment reports to Commander, TRADOC, ATTN: ATPL-E, by the established suspense date (RCS 0279-EEO-OT).

Paragraph 3-3c. Appointment of the FWPM. Add the following: Installations desiring to request a waiver from this grade restriction must obtain approval by sending a memorandum through TRADOC, Attn: ATPL-E to HQDA, ATTN: SFEOA.

Paragraph 3-4. Specific duties of the FWPM.

3-4b(2). Add the following: Develop an annual FWP goals document which will incorporate measurable, employment-related actions projected for accomplishment during the year. The goals document should be approved at the installation level by the FWPM and chief of staff (or garrison commander), and at the headquarters level by the MACOM FWPM. If there are actions contained in the document that require CPO support, then you should also obtain the CPO's concurrence. The goals document is due to this headquarters, ATTN: ATPL-E, by 30 January of each year. (RCS exempt UP AR 335-15, para 5-2i).

3-4b(9). Add the following: Installation FWPMs will provide a quarterly program evaluation report to the TRADOC FWPM (RCS ATPL-93). This report will be prepared on TRADOC Form 392-R NLT 30 days after the end of the quarter and forwarded to TRADOC, ATTN: ATPL-E. Report format is at A-1.

3-4b(15). Add the following: Installation FWPMs will attend at least one of the national conferences on women's issues each fiscal year.

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\*This supplement supersedes TRADOC Reg 690-1, dated 22 Aug 83 and message, HQ TRADOC, ATPL-E, DTG 061830Z Jun 88, subject: Cancellation of Hispanic/Black Employment Program Quarterly Evaluation Reports, RCS ATPL-84. It replaces RCS ATPL-84 and RCS ATPL-88 with RCS ATPL-93, and rescinds TRADOC Form 351-R.

Paragraph 4-3. Appointment of the HEPM.

4-3c. Add the following: Installations desiring to request a waiver from this grade restriction must obtain approval by sending a memorandum through TRADOC, ATTN: ATPL-E to HQDA, ATTN: SFEOA.

4-4b(9). Add the following: Installation HEPMs will provide a quarterly program evaluation report to the TRADOC HEPM (RCS ATPL-93). This report will be prepared on TRADOC Form 392-R NLT 30 days after the end of the quarter and forwarded to TRADOC, ATTN: ATPL-E.

4-4b(18). Add the following: Installation HEPMs will attend at least one of the national conferences on Hispanic issues each fiscal year.

Paragraph 6-3c. Administration. Add the following: Nominations will be submitted to TRADOC, ATTN: ATPL-E, in original and seven copies to be received no later than 15 March each calendar year. TRADOC EEOO will conduct a screening panel to review the nominations. Only those that meet the appropriate criteria in paragraph 6-2 will be forwarded to HQDA.

Chapter 7. Black Employment Program (BEP) (Added)

**7-1. BEP policy.** TRADOC 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.

**7-2. Implementation guidance.**

a. The TRADOC Black Employment Program Manager (BEPM), under the supervision of the TRADOC EEOO, will implement Armywide policies and procedures established by the DA BEP Director, and develop and evaluate TRADOCwide policies and procedures. The TRADOC BEPM will provide leadership, advice, and guidance to installations and 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 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 subordinate installation or activity.

**7-3. Appointment of the BEPM.**

a. There will be a BEPM appointed at each installation 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. The BEPM duties must be reflected in the employee's position description. Annually, an assessment of the performance of collateral duty BEPMs will be accomplished, with a copy provided to the incumbent.

b. A procedure will be established 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 be at the GS-7 level and above. Installations desiring to waive this grade restriction must obtain approval by sending a memorandum through TRADOC, ATTN: ATPL-E to HQDA, ATTN: SFEOA.

**7-4. 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 an annual BEP goals document which will incorporate measurable, employment-related actions projected for accomplishment during the year. The goals document should be approved at the installation level by the BEPM and chief of staff (or garrison commander), and at the headquarters level by the MACOM BEPM. If there are actions contained in the document that require CPO support, then you should also obtain the CPO's concurrence. The goals document is due to this headquarters, ATTN: ATPL-E, by 30 January of each year (RCS exempt UP AR 335-15, para 5-2i).

b. 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.

c. Propose and staff reasonable and achievable BEP actions and objectives for inclusion in the AEPP.

d. 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.

e. Recommend special studies such as survey of employment patterns in various levels and occupations.

f. 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.

g. 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.

h. 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 positions and assist in counseling black employees concerning opportunities available to them for advancement through this program.

i. Monitor and evaluate the effectiveness of the BEP on a regular basis. Installation BEPMs will provide a quarterly program evaluation report to the TRADOC BEPM (RCS ATPL-93). This report will be prepared on TRADOC Form 392-R NLT 30 days after the end of the quarter and forwarded to TRADOC, ATTN: ATPL-E.

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 ensure 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 activity/installation level to determine if HBCUa 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. Deal effectively with all types of media personnel and write news releases and articles on the goals of the BEP.

n. The BEPM will represent the commander at local and national meetings and conferences on black issues that are beneficial to the Army. Installation BEPMs will

attend at least one of the national conferences on black issues each fiscal year.

#### 7-5. Black Employment Program Committees.

a. A BEP committee will be established at installations to assist and support the BEPM. Smaller installations/activities may consider integrating this committee with other Special Employment Programs or the EEO committees, but they must obtain prior approval from Commander, TRADOC, ATTN: ATPL-E. 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 (e.g., 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 Section I, Abbreviations

Change AAP to AEP, Affirmative Employment Program  
Change AAPP, to AEPP, Affirmative Employment  
Program Plan

BEP, Black Employment Program (Added)

BEPM, Black Employment Program Manager (Added)

FOR THE COMMANDER

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Cdr, U.S. Army ROTC Cadet Command

CF:

HQDA (DAPE)

HQDA (NGB-IMP)

HQDA (SFEQA)

<b>AFFIRMATIVE EMPLOYMENT PROGRAM REPORT ON SPECIAL EMPHASIS PROGRAM</b> (TRADOC Suppl 1 to AR 690-12)	DATE OF REPORT	REQUIREMENTS CONTROL SYMBOL <b>ATPL-93</b>
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NAME OF INSTALLATION:	FOR QUARTER ENDING:	PREPARER OF REPORT:	TELEPHONE NUMBER:
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PROGRAM MANAGERS' NAMES	FULL TIME	PART TIME	CD	LENGTH OF TIME IN POSITION
AEPM:				
FWPM:				
HEPM:				
BEPM:				

Installation Geographical Civilian Labor Force: Indicate whether you use national, state or SMSA and for what categories; e.g., National for white women, SMSA of Newport News/Hampton, VA for all others. Complete only for initial report and then when changes occur.

		TOTAL		WHITE		BLACK		HISPANIC		ASIAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKAN NATIVE	
		M	F	M	F	M	F	M	F	M	F	M	F
NAF TOTAL WORK FORCE	#												
	%												
AF TOTAL WORK FORCE	#												
	%												
CLF REPRESENTATION (%)													
PAY GRADE DISTRIBUTION													
GS 1-4	#												
	%												
GS 5-8	#												
	%												
GS 9-12	#												
	%												
GS 13+	#												
	%												
GM 13+	#												
	%												

PROMOTIONS BY PAY GRADE		TOTAL		WHITE		BLACK		HISPANIC		ASIAN/PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		M	F	M	F	M	F	M	F	M	F	M	F
WD/WG 13-15	#												
	%												
WLWN/ WS 1-4	#												
	%												
WLWN/ WS 5-9	#												
	%												
WLWN/ WS 10-11	#												
	%												
WLWN/ WS 12-15	#												
	%												
TOTAL													
NEW EMPLOYEES BY PAY GRADE													
GS 1-8	#												
	%												
GS 9-12	#												
	%												
GS 13+	#												
	%												
GM 13+	#												
	%												
WD/WG 11-12	#												
	%												
WD/WG 13-15	#												
	%												
WLWN/ WS 1-4	#												
	%												
WLWN WS 5-9	#												
	%												

NEW EMPLOYEES BY PAY GRADE		TOTAL		WHITE		BLACK		HISPANIC		ASIAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKAN NATIVE	
		M	F	M	F	M	F	M	F	M	F	M	F
WL/WN/WS 10-11	#												
	%												
WL/WN/WS 12-15	#												
	%												
TOTAL													

**AFFIRMATIVE EMPLOYMENT PROGRAM GOAL ACCOMPLISHMENTS**

EMPLOYMENT CATEGORY	TARGETED ETHNIC GROUP	INSTALLATION GOAL	ACCOMPLISHMENT FOR THIS PERIOD	# REMAINING TO MEET GOAL
PROFESSIONAL				
ADMINISTRATIVE				
TECHNICAL				
CLERICAL				
OTHER				
WAGE SYSTEM				
TOTAL				
TRADOC TARGETED SERIES				
081				
204				
334				
345				
510				
522				
525				
856				
1102				
1710				
1712				
2005				
4749				

**AFFIRMATIVE EMPLOYMENT PROGRAM GOAL ACCOMPLISHMENTS (Continued)**

TRADOC TARGETED SERIES	TARGETED ETHNIC GROUP	INSTALLATION GOAL	ACCOMPLISHMENT FOR THIS PERIOD	# REMAINING TO MEET GOAL
5703				
TOTAL				

(Report the following information on the fourth quarter report only:)

AWARD DISTRIBUTION		TOTAL		WHITE		BLACK		HISPANIC		ASIAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKAN NATIVE	
		M	F	M	F	M	F	M	F	M	F	M	F
CASH AWARDS	#												
	%												
QUALITY STEP INCREASE	#												
	%												
OUT-STANDING PERFORMANCE	#												
	%												
MERIT AWARD	#												
	%												
SUSTAINED ACHIEVEMENT AWARD	#												
	%												
OTHER	#												
	%												
TOTAL													
TRAINING BY TYPE													
EXECUTIVE AND MANAGEMENT	#												
	%												
SUPERVISORY	#												
	%												
LEGAL, MEDICAL, SCIENTIFIC OR ENGINEERING	#												
	%												
ADMIN AND ANALYSIS	#												
	%												
SPECIALTY AND TECHNICAL	#												
	%												

TRAINING BY TYPE		TOTAL		WHITE		BLACK		HISPANIC		ASIAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKAN NATIVE	
		M	F	M	F	M	F	M	F	M	F	M	F
CLERICAL	#												
	%												
TRADES AND CRAFTS	#												
	%												
ORIENTATION	#												
	%												
ADULT BASIC EDUCATION	#												
	%												
TOTAL													

(Report the following information on the fourth quarter report only:)

UPWARD MOBILITY PROGRAM TRADOC TRAINING AGREEMENT (Indicate which is used)	TARGET POSITION (Title, grade, series)	ORGANIZATION	ETHNIC GROUP	SEX

	TOTAL		WHITE		BLACK		HISPANIC		ASIAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKAN NATIVE	
	M	F	M	F	M	F	M	F	M	F	M	F
NUMBER OF EEO COUNSELORS												
NUMBER OF EEO COUNSELORS RECEIVED DA TNG												
NUMBER OF EEO COUNSELORS RECEIVED ADDITIONAL TNG												

POSH TRAINING

SUPERVISORY				EMPLOYEES			
NUMBER OF CLASSES		NUMBER IN EACH CLASS		NUMBER OF CLASSES		NUMBER IN EACH CLASS	