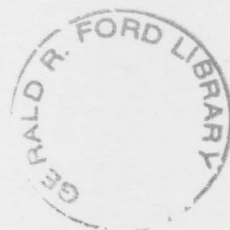


The original documents are located in Box 23, folder “United States Air Force Equal Opportunity Briefing, September 27, 1973 (2)” of the Stanley Scott Papers at the Gerald R. Ford Presidential Library.

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SLIDES



MANAGEMENT OF THE AIR FORCE

EQUAL OPPORTUNITY PROGRAM



SLIDES

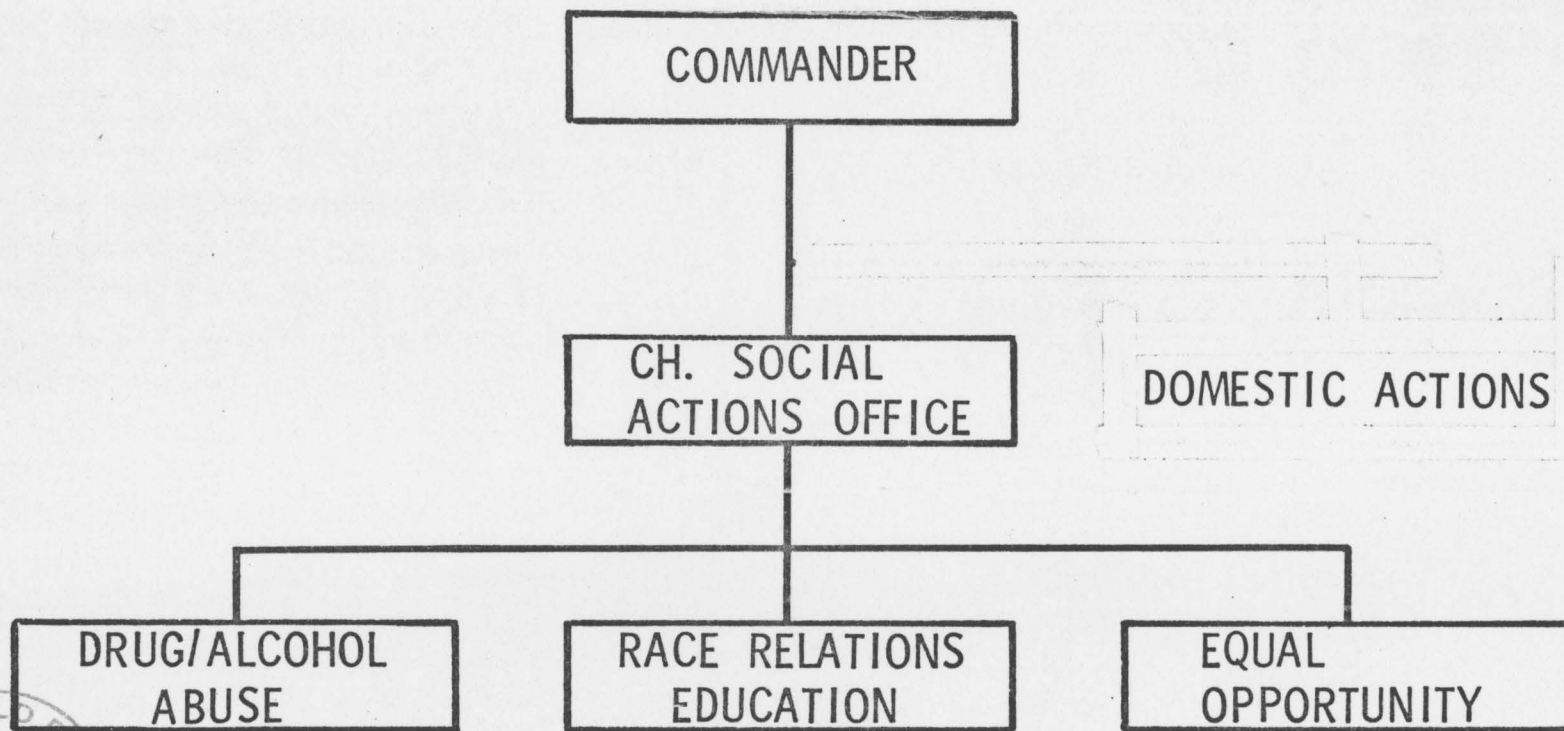
AFR 30-1 'AIR FORCE STANDARDS'

- DISCRIMINATION - BY ACT OR INFERENCE
AGAINST MILITARY PERSONNEL/DEPENDENTS
ON OR OFF BASE WILL NOT BE TOLERATED.
PERSONNEL WHO CANNOT PRACTICE THIS
STANDARD ARE NOT FIT TO COMMAND
OR SUPERVISE.

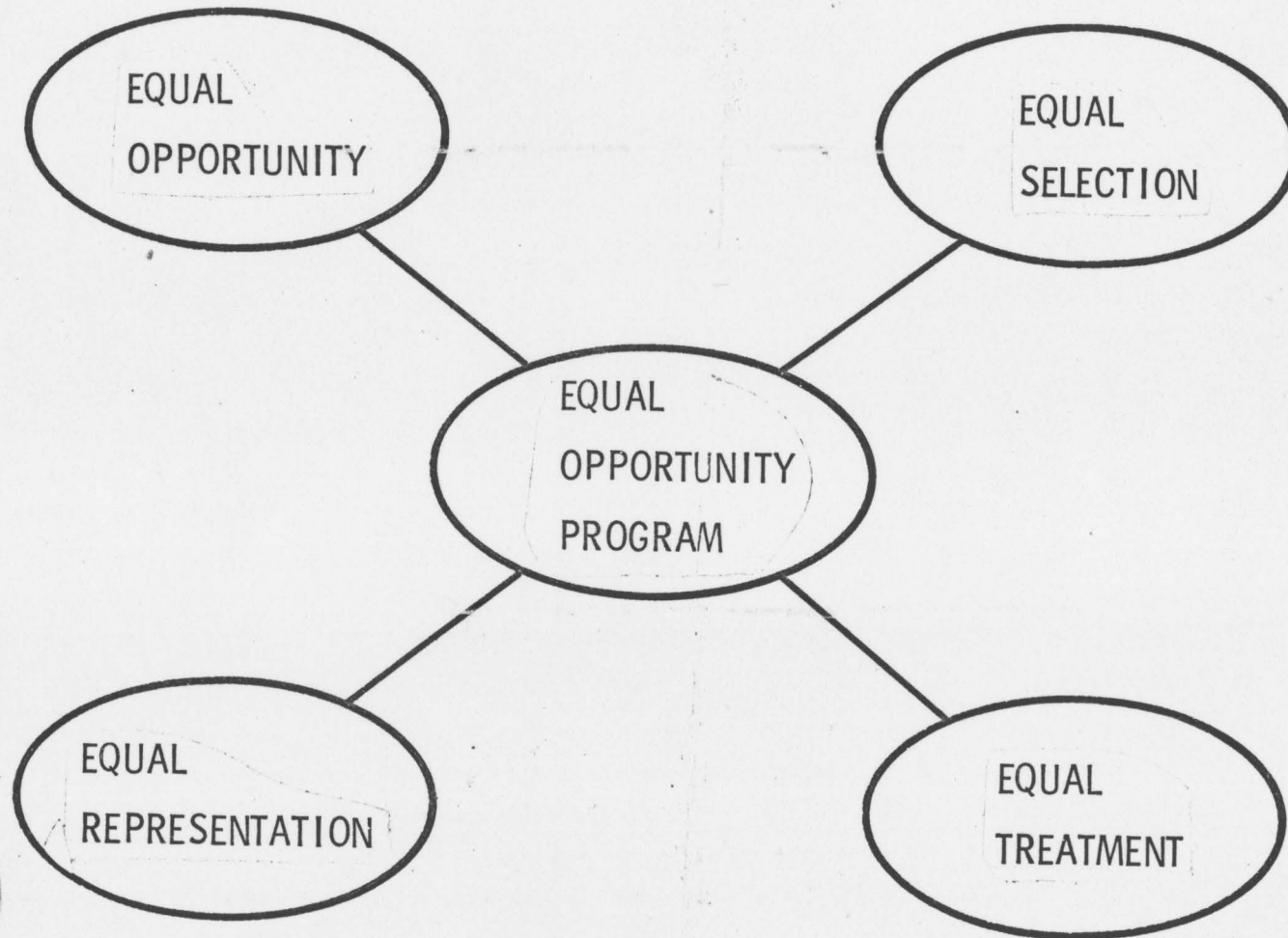


25

SOCIAL ACTIONS CONCEPT



NEW DIMENSION



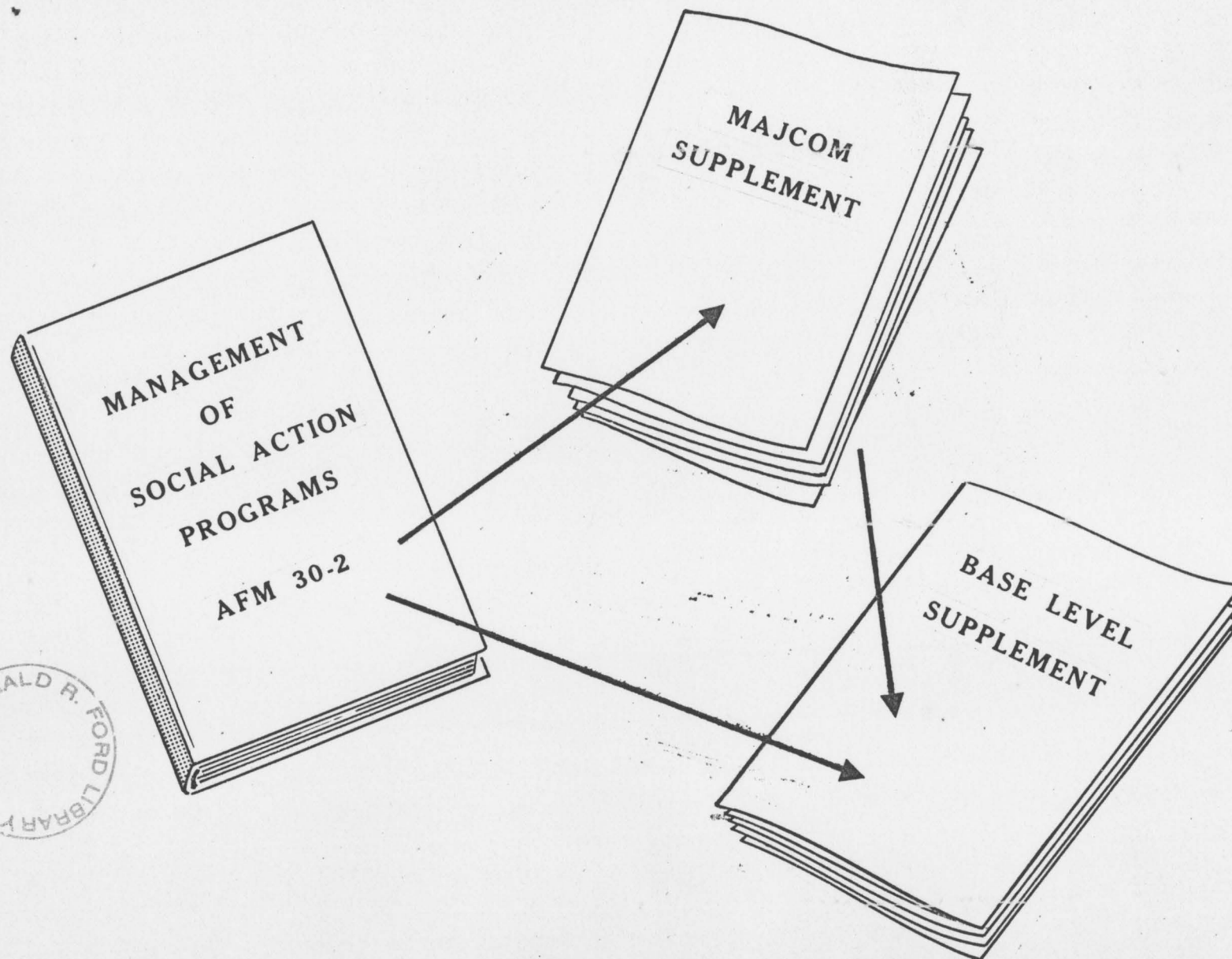
**AF AFFIRMATIVE
ACTION PLAN**

**FIELD PROGRAM
MANAGEMENT**

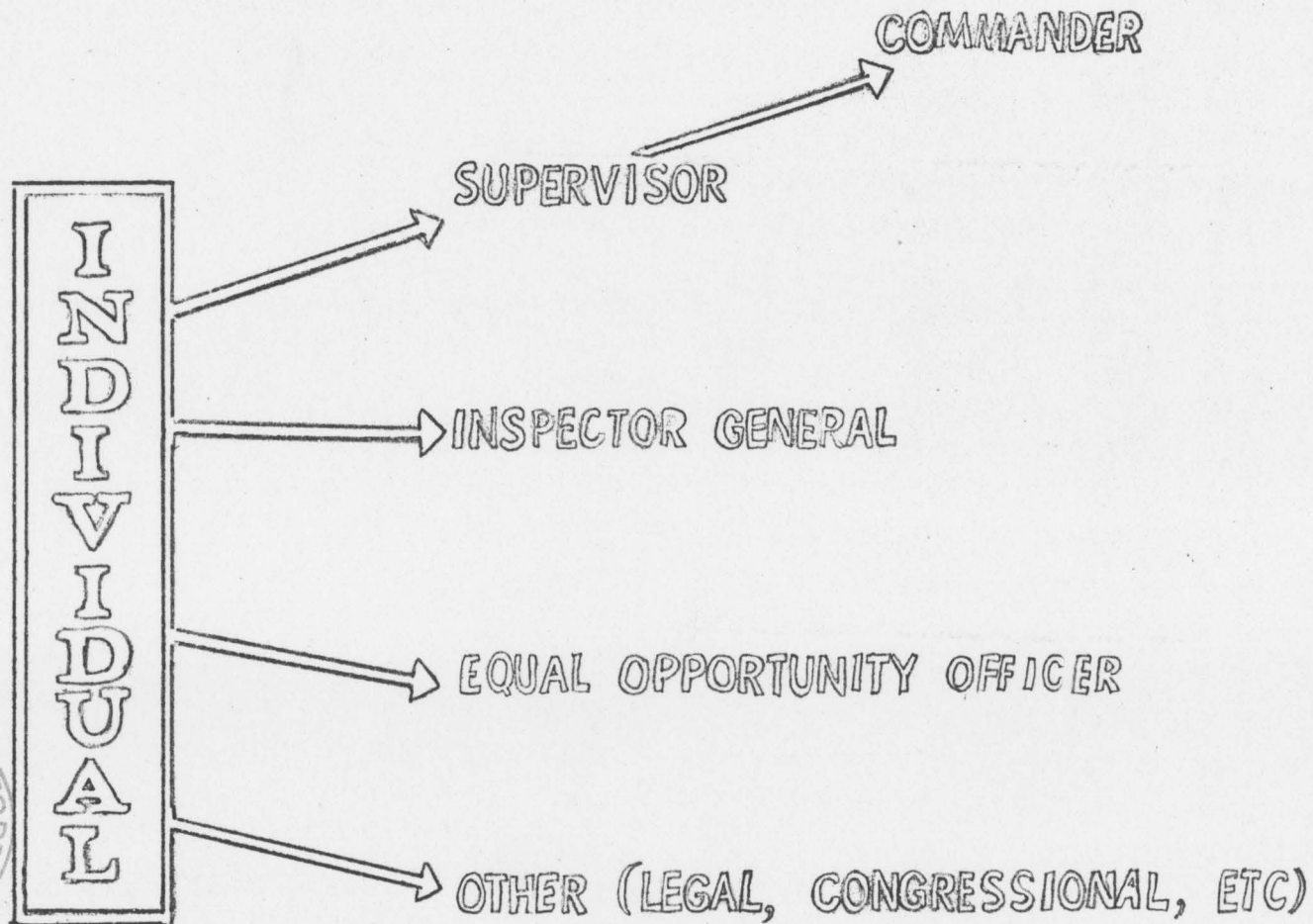
**POLICY
MANAGEMENT**



FIELD PROGRAMS MANAGEMENT



GRIEVANCE CHANNELS



RESOURCE MANAGEMENT

- MANAGEMENT
- TRAINING
- GOALS



SLIDING SCALE

BASE MILITARY POPULATION

500 - 1000

1000 - 3500

3500 - 6000

6000 - 7500

ABOVE 7500

AUTH

ADDITIONAL DUTY OFFICER

ONE FULL TIME AIRMAN

ONE OFFICER ONE AIRMAN

ONE OFFICER TWO AIRMEN

ONE OFFICER THREE AIRMEN



ORGANIZATION FOR SOCIAL ACTIONS

(AIR RESERVE FORCES)

SPECIALTY CODE

TITLE

GRADE AUTH

7364-A

EQUAL OPPORTUNITY OFFICER

MAJOR

7364-C

RACE RELATIONS INSTRUCTOR

CAPT

736470B

DRUG/ALCOHOL ABUSE CONTROL NCO

TSGT



AIR FORCE EQUAL OPPORTUNITY SCHOOL

- ° LACKLAND AFB, TEXAS
- ° NINE WEEK COURSE
- ° FORTY STUDENTS PER CLASS



USAF EQUAL OPPORTUNITY COURSE

- ° ADMINISTRATIVE OFFICE MANAGEMENT
- ° INQUIRY TECHNIQUES
- ° UCMJ
- ° USE OF STATISTICS
- ° INFORMATION MEDIA USE
- ° PRACTICUM IN LECTURE METHODS



NEW STANDARDS

- **EQUAL REPRESENTATION**

"THAT THE MINORITY PERSONNEL INVENTORY SHOULD KEEP PACE WITH THE RESOURCE FROM WHICH IT IS DRAWN".

- **EQUAL SELECTION**

"THAT THERE BE NO CONSISTENT DEVIATION FROM THE NORM IN THE SELECTION RATE OF ANY AIR FORCE PERSONNEL DUE TO THEIR CHARACTERISTICS OF RACE, COLOR, SEX, CREED, OR NATIONAL ORIGIN".



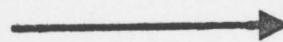
POLICY MANAGEMENT

OVER 300 OBJECTIVES



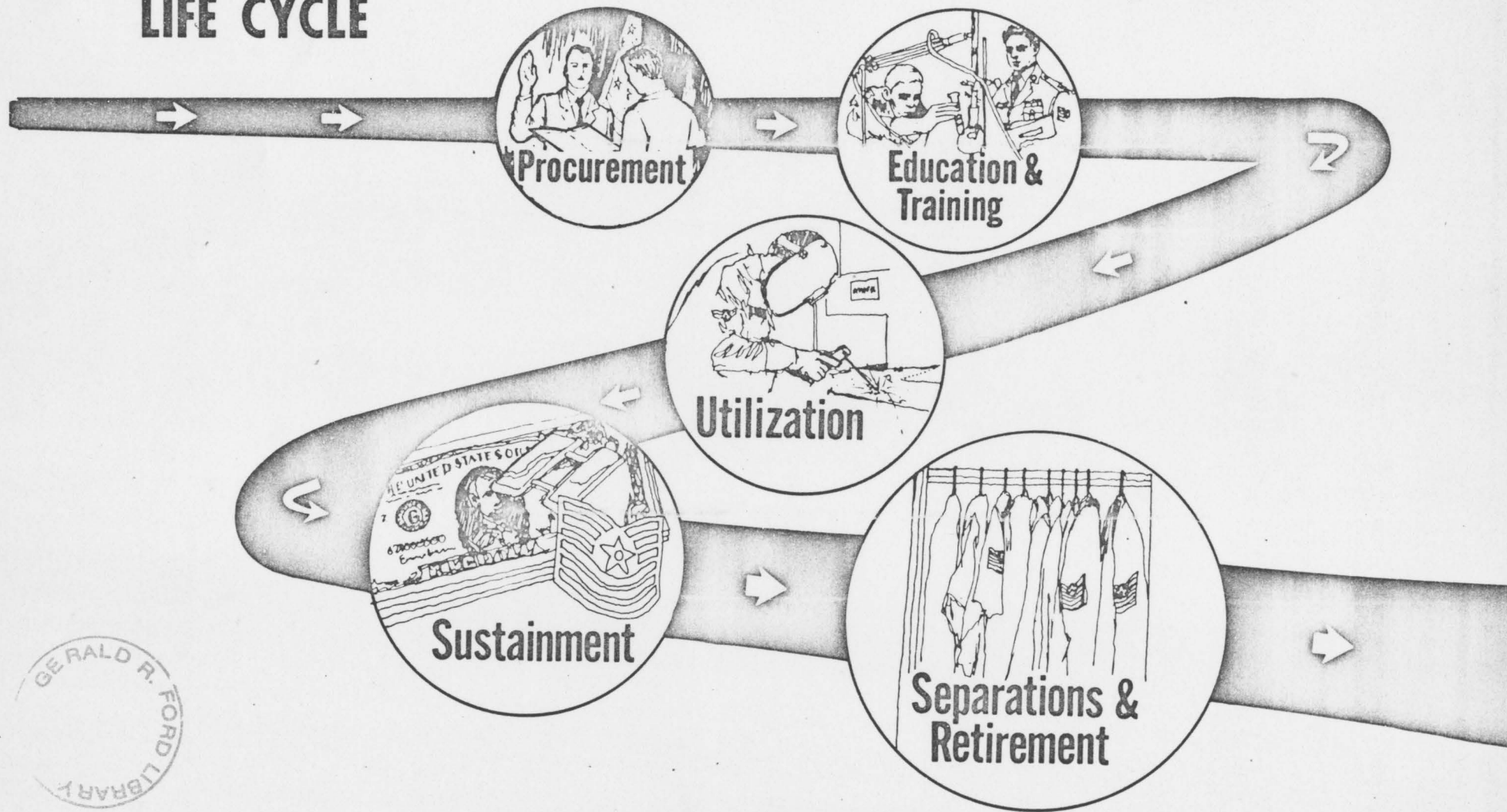
SOCIAL ACTIONS
OBJECTIVES
120 +

ANNEX A



14

LIFE CYCLE



THE PERSONNEL ENVELOPE

- QUANTITATIVE CONTROLS
- VOLUNTARY LOSSES

- RECRUITING
- REGULAR SELECTION

- HUMAN RELATIONS COVERAGE
- SCHOOL SELECTION
 - PROFESSIONAL MILITARY ED
 - AFIT
 - LEADERSHIP SCHOOLS

SEPARATION &
RETIREMENT

PROCUREMENT

EDUCATION &
TRAINING

PERSONNEL
FORCE
OBJECTIVES

SUSTAINMENT

UTILIZATION

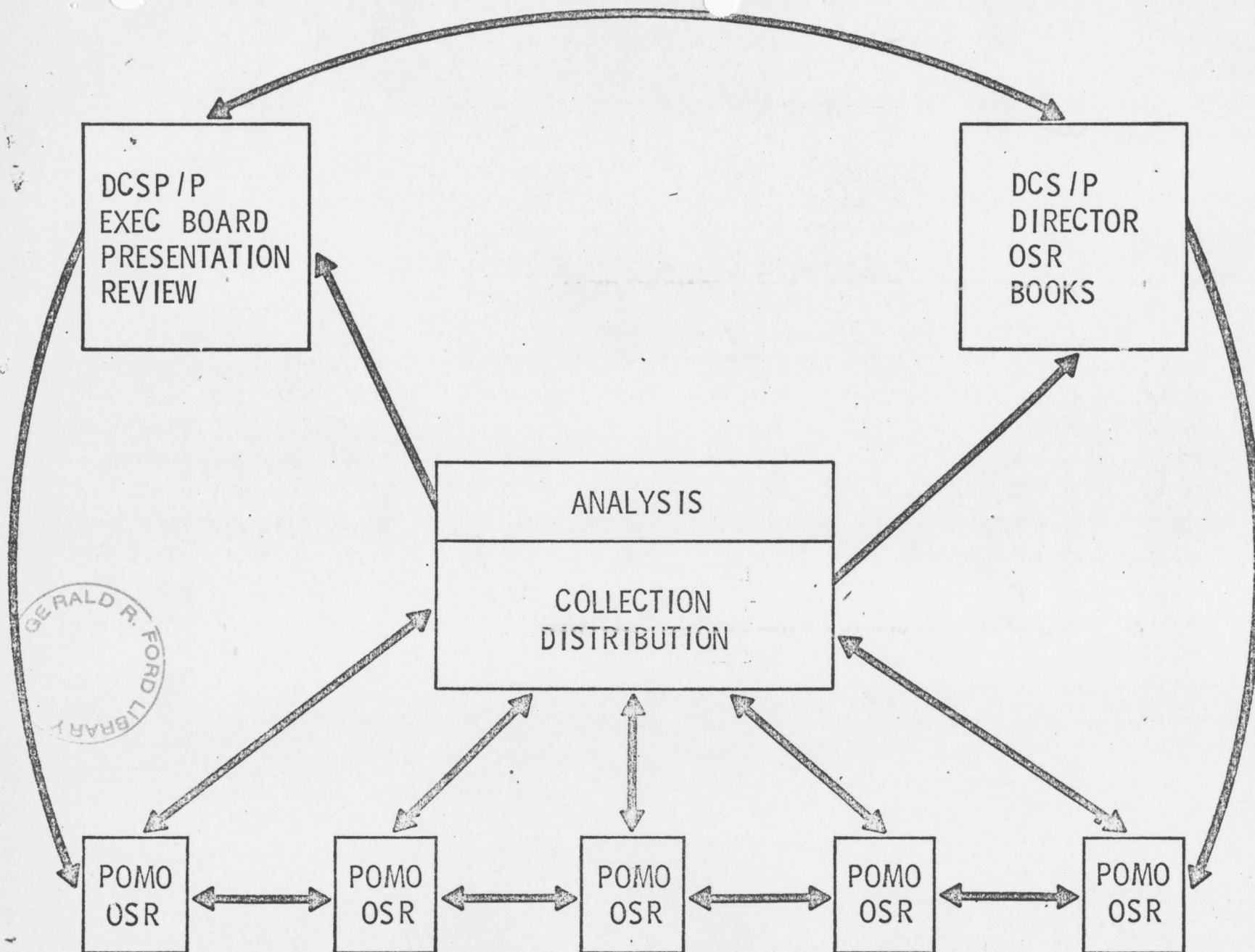
- PROMOTION
- EVALUATION

- CLASSIFICATION
- ASSIGNMENTS
- CAREER DEVELOPMENT

- POMO
- FUNCTIONAL MGR
 - MILESTONES
 - INCL EOT GOALS
 - MANAGE &
REPORT STATUS

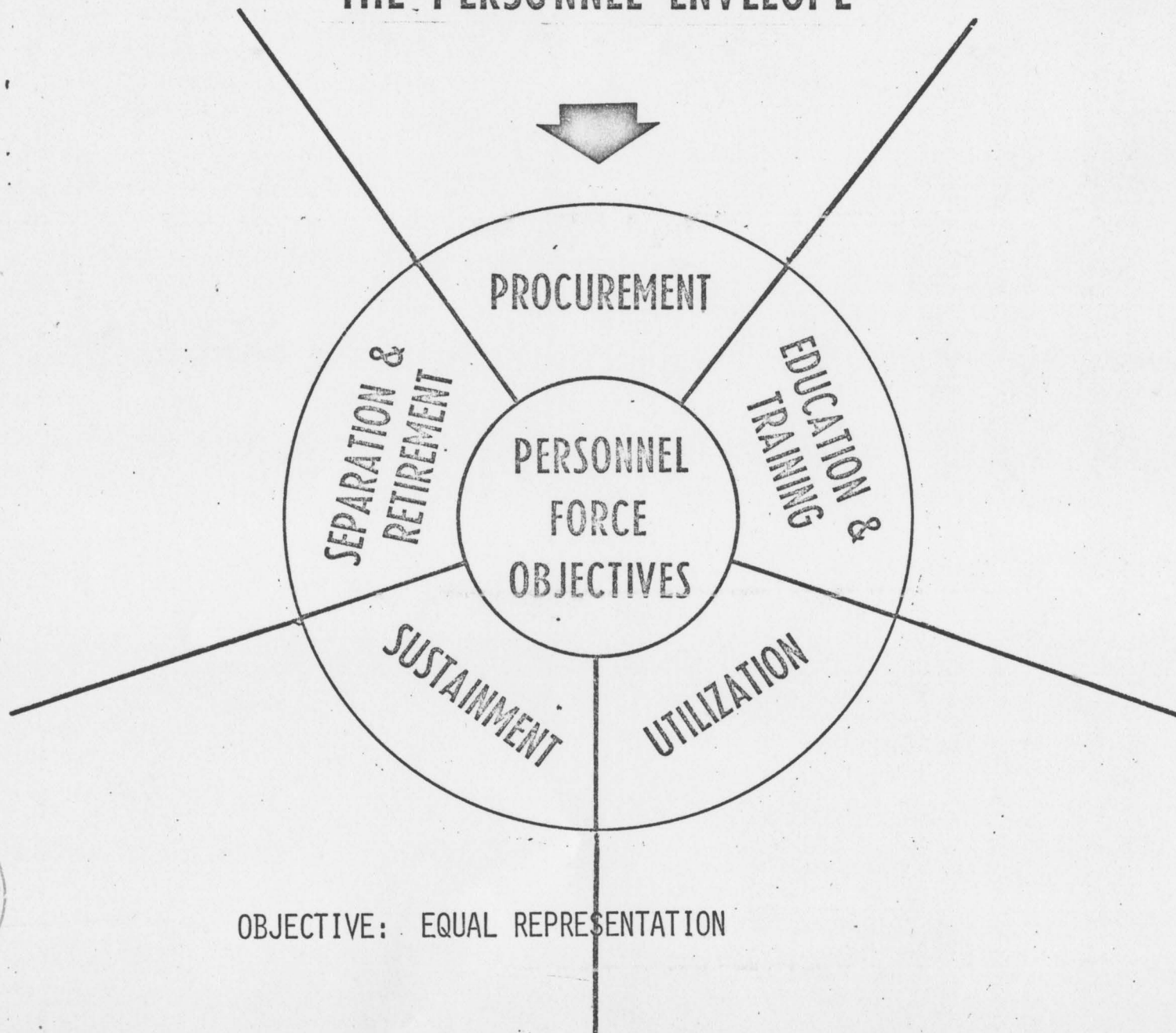


MANAGEMENT REVIEW



POMO Capt Scarbrough	TEL NO. 22-59859	DII FF SYMBOL AF/DPXSE	DATE 1 Oct 73	OBJ NO. 5411										
1. OBJECTIVE (CATEGORY: ☐ Time/Event ☐ Quantitative ☐ Situational ☐ Cyclical) ESTABLISH, MANAGE, AND REPORT ON AIR FORCE EQUAL OPPORTUNITY AND TREATMENT PROGRAMS FOR MILITARY PERSONNEL.														
2. STANDARD: Standards/milestones required to achieve equal opportunity, treatment, representation, and selection, established for applicable objectives in the Plan, and goals established for each facet of the Air Force Equal Opportunity Program.														
3. BACKGROUND: Feb 72: CSAF approved mgt of EOT Program through USAF Personnel Plan. Mar 72: POMOs tasked to develop game plans to achieve equal opportunity. Jul 72: Annex A published Aug 72: CSAF approved Standards of Equal Representation and Selection. Sep 72: DPXSE assumed responsibility for women's EOT. Jan 73: Reevaluation and quantification of Annex A objectives begun. Aug 73: Revised EOT Affirmative Actions Plan published.														
4. % OF OBJECTIVE COMPLETION: a. Time/Event 75 % b. Quantitative 65 %														
5. CURRENT TARGET: Quantify Progress attainment BY 31 Dec 1973. Current 80% ATTAINED														
6. MILESTONE ACHIEVEMENT (S=Sat; M=Marginal; U=Unsat; X=Target Date)														
OPR	MILESTONE	FY	QTR	<table border="1" style="width:100%; border-collapse: collapse; text-align: center;"> <tr> <td>373</td><td>473</td><td>174</td><td>274</td><td>374</td><td>474</td><td>175</td><td>275</td><td>375</td><td>475</td> </tr> </table>	373	473	174	274	374	474	175	275	375	475
373	473	174	274	374	474	175	275	375	475					
DPXSE DPXX	1. Review OSRs/measure progress, and identify problems.	M	S	S					continuing					
DPXSE DPXX	2. Work with POMOs to resolve problems	M	M	S										
DPXSE	3. Quantify progress through Annex A related objectives.	M	M	S	X									
DPXSE DPW	4. Insure applicable objectives are working WAF problems.	M	U	S	X									
DPXSE	5. Develop and Implement updated Air Force wide Affirmative Actions Plan.	M	M	SX										
DPXSE	6. Promote better communication with subordinate EOT staffs.	S	S	S					continuing					
DPXSE	7. Increase professionalism of EOT staffs.	S	S	S					continuing					
7. COMMENTS/PROBLEMS: ☐ ATTAINMENT OF OBJECTIVE PREVENTED OR SIGNIFICANTLY DELAYED. 1. Specific problems in achieving EOT milestones not clearly stated in OSRs. 2. Related to milestone #1. Corrective action depends on problem identification. 3. Target for quantification/purification slipped to 31 Dec 73. 4. Emphasis placed on WAF issues 5. Affirmative Actions Plan developed and signed out.														

THE PERSONNEL ENVELOPE



MINORITY PROCUREMENT (OBJ 001, 002, 2001)

ANALYSIS

- COLLEGE GRADUATE POOL BETWEEN 5 AND 6% MINORITY
- MINORITY AIRMEN PERCENTAGE EXCEEDS NAT POPULATION OF MINORITIES
- EFFORTS CONCENTRATED ON INCREASING OFFICER INVENTORY AND ON IMPROVING AIRMAN QUALITY

GOAL

THAT THE MINORITY OFFICER INVENTORY WILL KEEP PACE WITH THE RESOURCE FROM WHICH IT IS DRAWN

STANDARDS DEVELOPED

- COMMUNICATED THROUGH POMOS ACTION AGENCIES (ATC, ROTC, & AFA)



D-877
20

PRG NO. Capt Rosenmeier		TEL NO. 77558	DIR-OFF SYMBOL AF/DPPPO		DATE 30 Jun 72	OBJ NO. 001	
1. OBJECTIVE (CATEGORY: ☐ Time/Event ☐ Quantitative ☐ Situational ☒ Cyclical) Procure required new officers from both long and short lead time sources.							
2. STANDARD: Procure sufficient officers through both long and short lead time sources to meet minimum TOPLINE guidelines, sustain rated programs, meet budget and strength positions and to attain a minority representation of 5.6% of the line officer force							
3. BACKGROUND: Long lead time sources are Air Force Academy and AFROTC. Short lead time sources are OTS (which includes AECP, BCP, WAF), recall and direct commissioning.							
4. % OF OBJECTIVE COMPLETION: a. Time/Event % b. Quantitative %							
5. CURRENT TARGET: BY % ATTAINED							
6. MILESTONE ACHIEVEMENT (S=Sat; M=Marginal; U=Unsat; X=Target Date)				CURR MO			
OPR	MILESTONE	FY	QTR	372	472	173	273
DPPPO	1. Define long & short range procure- ment obj by sources of commission	S				X	
DPPPO	2. Evaluate long range objective	S				X	
DPPPO	3. Evaluate short range objective	S				X	
DPPPO	4. Establish subsequent year short lead procurement (OTS)	SSX				X	
DPX	5. Review current and future policies with DPP & DPM for maximizing minority procurement resources		S			X	
DPPPO	6. Review current year	S	SSX	X			
DPX	7. Academy liaison officers directed to assist the AFA in attaining minority officer procurement goals		S				
ATC	8. Furnish feedback reports	S	SSX	S	S	S	SSX
AU	9. Furnish feedback reports	S	S	S	S	S	S

ON GOING ACTIONS

INCREASED RECRUITING EMPHASIS

- ACADEMY LIAISON OFFICERS BRIEFED
- 57 MANPOWER SPACES ALLOCATED FOR MINORITY RECRUITING
- SPECIAL RECRUITING OFFICES ESTABLISHED IN PROCUREMENT COMMANDS
- SPECIAL TOOLS FOR RECRUITERS
 - POINTS
 - ASVAB
- INCREASED MINORITY ORIENTED ADVERTISING



ROTC PREDOMINANTLY MINORITY DETACHMENTS

	<u>DET #</u>	<u>SCHOOL</u>	<u>MINORITY</u>
	015	TUSKEGEE INSTITUTE	BLACK
71	019	ALABAMA STATE UNIVERSITY	BLACK
72	027	NORTHERN ARIZONA UNIVERSITY	INDIAN
	130	HOWARD UNIVERSITY	BLACK
	175	UNIVERSITY OF HAWAII	ORIENTAL
71	311	GRAMBLING COLLEGE	BLACK
	330A	UNIVERSITY OF MARYLAND, EASTERN SHORE	BLACK
71	434	MISSISSIPPI VALLEY STATE COLLEGE	BLACK
	605	NORTH CAROLINA A&T STATE UNIVERSITY	BLACK
72	607	FAYETTEVILLE STATE UNIVERSITY	BLACK
	755	UNIVERSITY OF PUERTO RICO	SPANISH
71	756	COLLEGE OF A&MA, PUERTO RICO	SPANISH
	790	TENNESSE STATE UNIVERSITY	BLACK
72	837	PAN AMERICAN UNIVERSITY, TEXAS	SPANISH



AIR FORCE ACADEMY CADET INVENTORY

AS OF 17 SEPT 1973

	CLASS					
	<u>74</u>	<u>75</u>	<u>76</u>	<u>77</u>		
TOTAL	820	788	1080	1276		
BLACK	17	15	35	44		
ORIENTAL	5	7	15	18		
AMERICAN INDIAN	2	2	1	2		
SPANISH	<u>3</u>	<u>3</u>	<u>18</u>	<u>22</u>		
MINORITY TOTALS	27	27	69	86	=	209
PERCENTAGE	3.3%	3.4%	6.4%	6.7%		5.3%



SUMMARY OF COMMISSIONING PROGRAMS

	<u>SCHOOL OF MILITARY SCIENCES</u>	<u>ACADEMY</u>	<u>AFROTC</u>	<u>DIRECT</u> (Includes Recall)	<u>TOTAL</u>
LENGTH OF PROGRAM	3 mos	4 years	4 years	-	-
PROGRAMMED PROCUREMENT (FY 74)	2558	825	4269	2712	10,364
REQUIREMENTS TO ENTER	Coll. Deg.	H.S.Grad Appt.	H.S.Grad	Tech. Spec. Qual.	
<u>MINORITY PRODUCTION</u>					
FY 72	60(1.6%)	11(1.7%)	95(2.3%)	77(2.6%)	243(2.1%)
FY 73	185(6.0%)	29(3.5%)	171(4.5%)	63(2.5%)	448(4.4%)
FY 74 (PLANNED)	233	28	130	81	472
FY 75 (PLANNED)	244	33	308	112	697
FY 76 (PLANNED)	252	73	360	143	828

PERCENTILES REPRESENT MINORITY PERCENTAGE OF TOTAL PRODUCTION

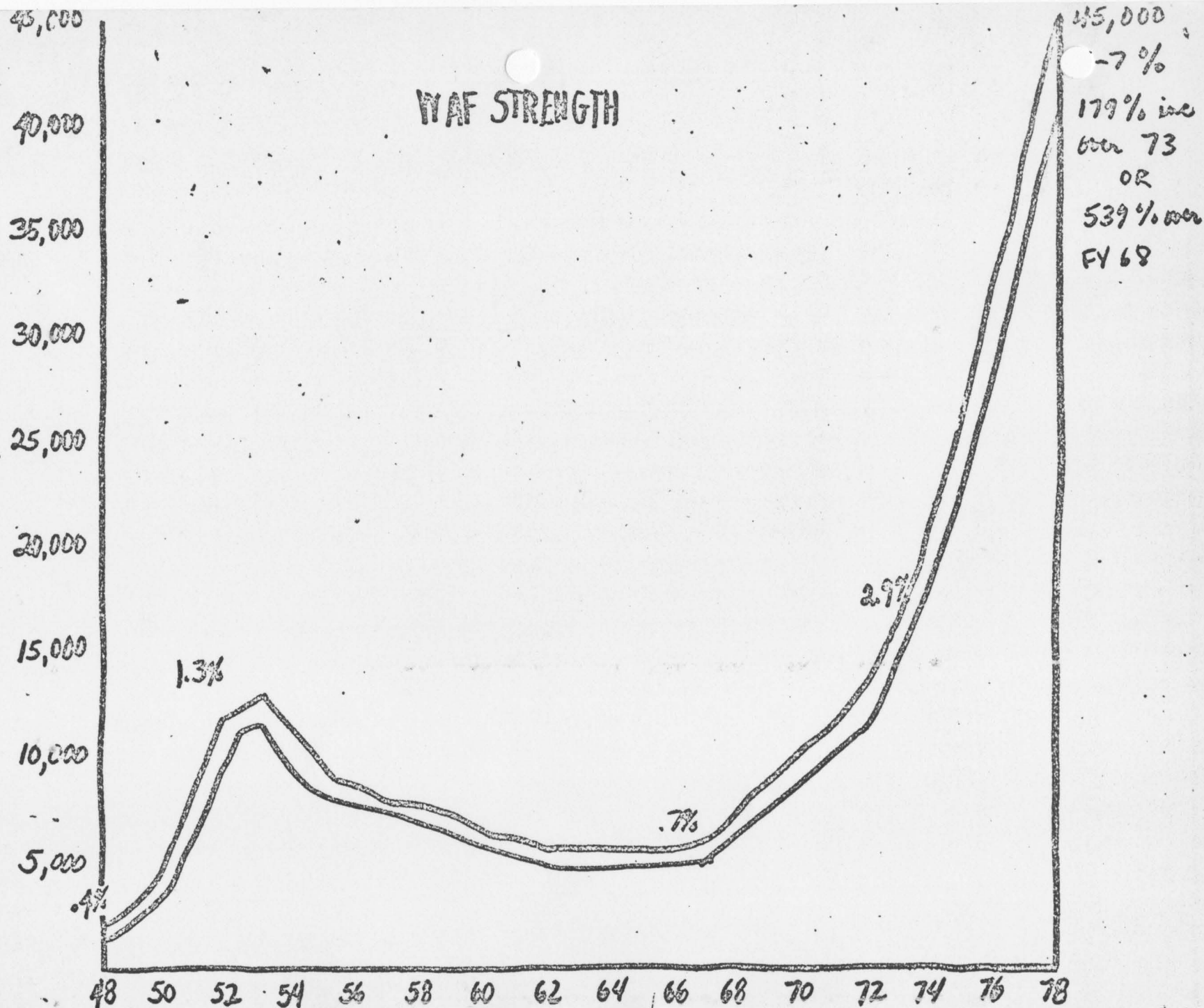
- 1980 MINORITY INVENTORY OBJECTIVE----5.6%

- 1978 LINE WOMEN OBJECTIVE-----6.8%

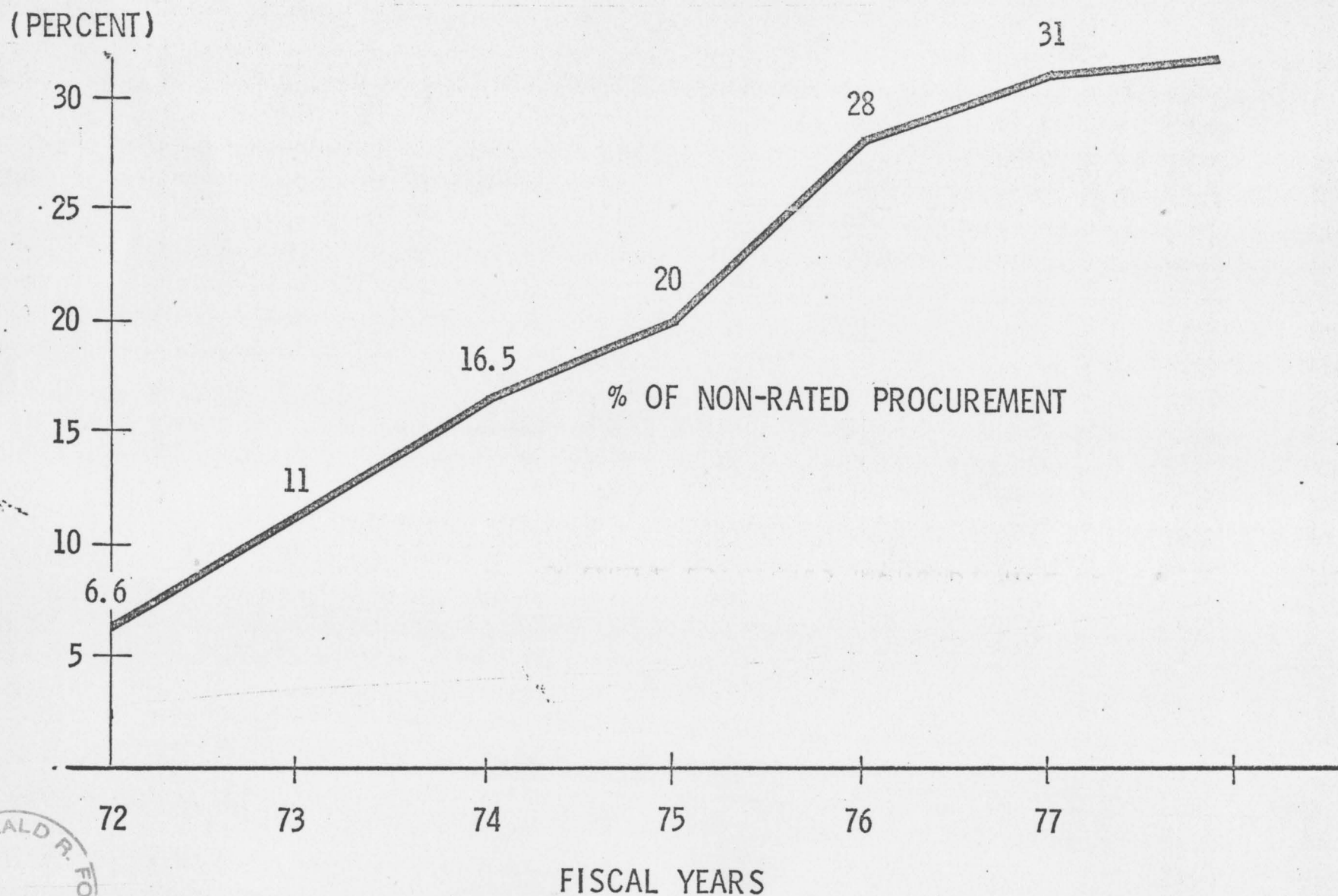
(3284 OFFICERS, 41544 AMN)



WAF STRENGTH



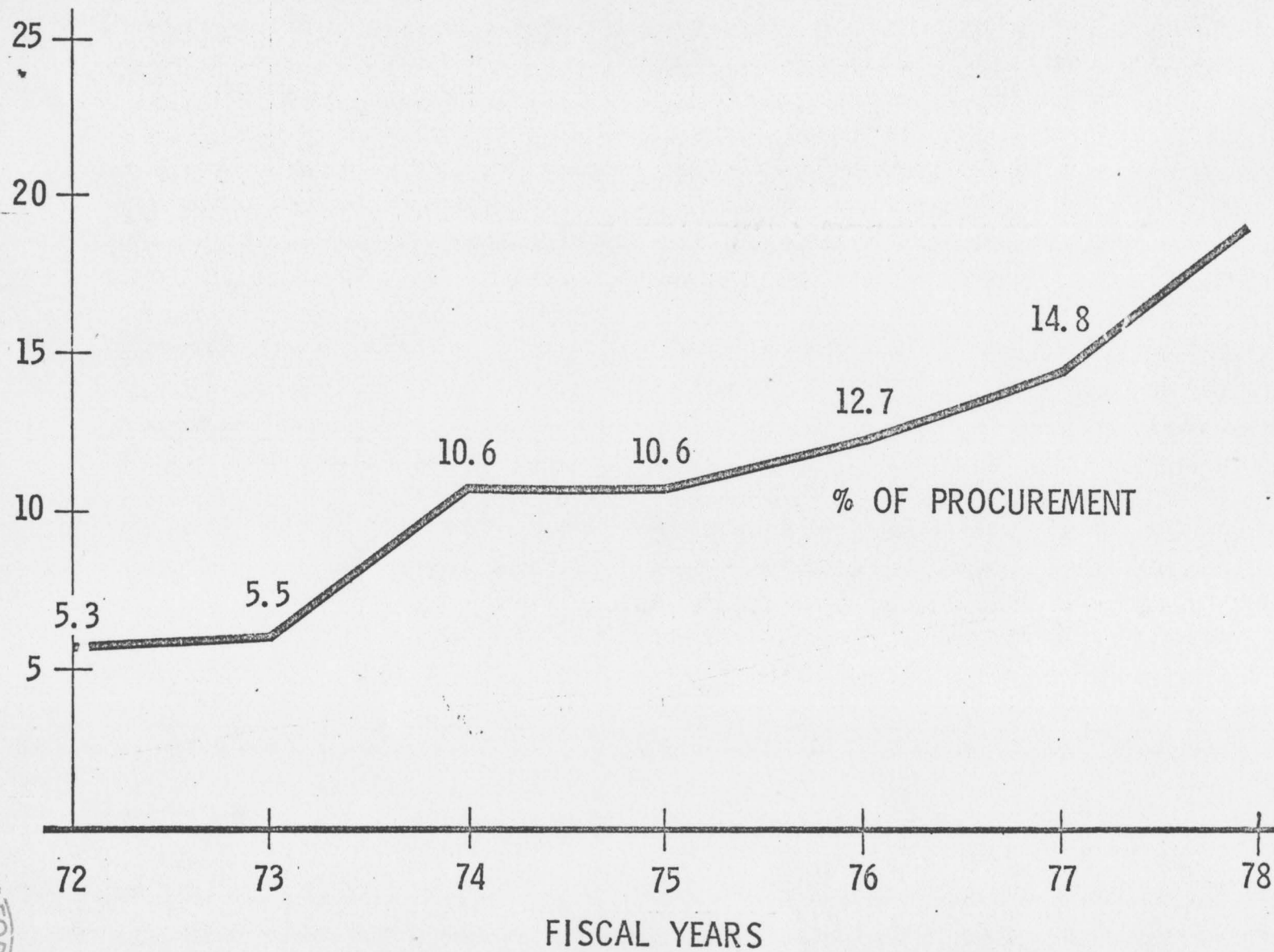
FEMALE LINE OFFICERS



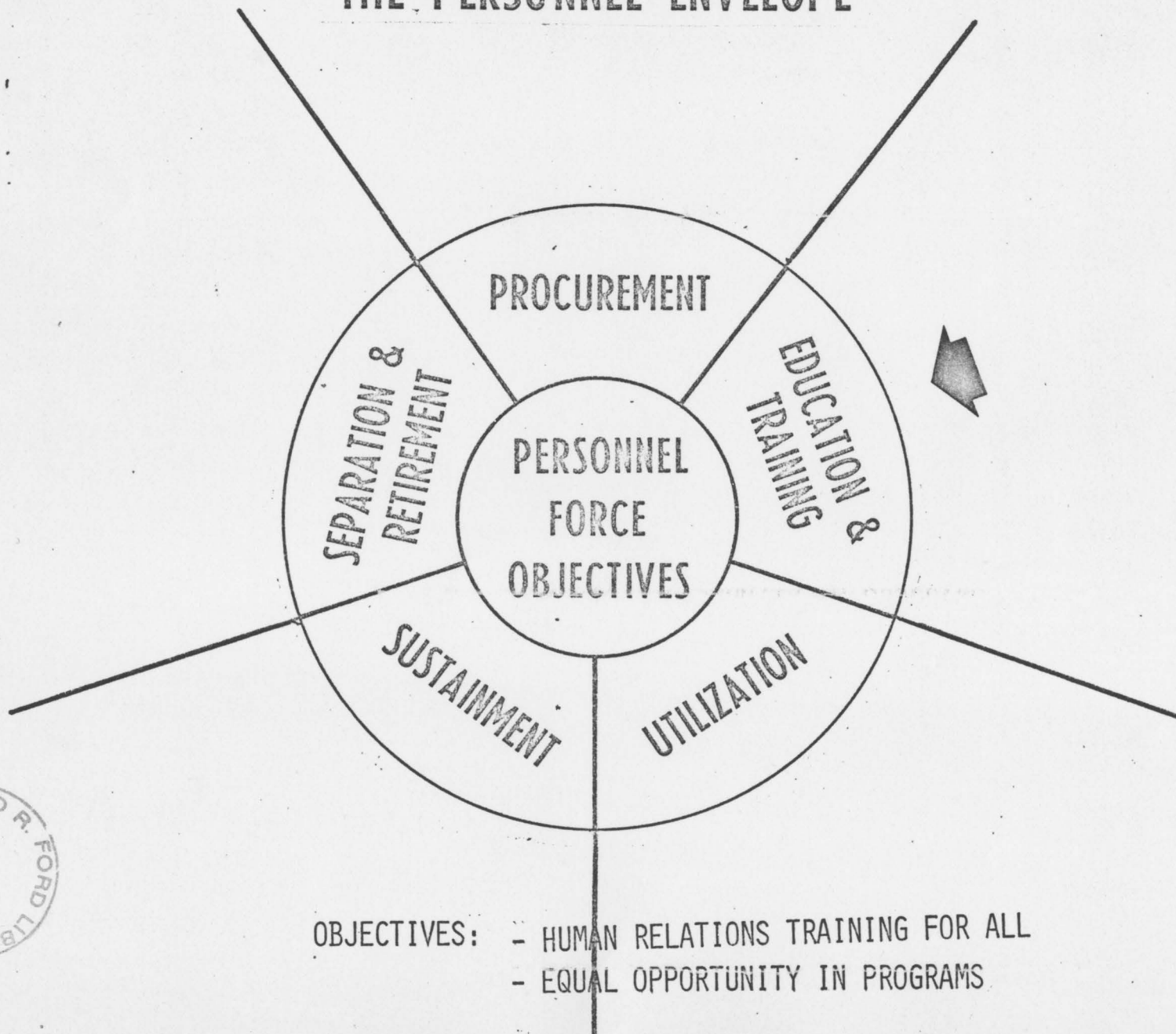
*BASED ON DECLINING FORCE ESTIMATES MADE BY DPP.

FEMALE ENLISTED PERSONNEL

(PERCENT)



THE PERSONNEL ENVELOPE



RACE RELATIONS COVERAGE

CURRENT ACTIVITY

- BASE LEVEL EDUCATION IN RACE RELATIONS
 - 18 HOUR BASE LEVEL PROGRAM
 - 500 MANPOWER AUTHORIZATIONS
- ATC RACE RELATIONS INSTRUCTOR COURSE
 - FOUR WEEKS
 - DESIGNED TO PROVIDE PRACTICAL EXPERIENCE
 - PROVIDES STANDARDIZATION
 - UTILIZES MASTER INSTRUCTORS
 - ELIMINATES UNQUALIFIED INSTRUCTORS
 - PILOT CLASS CONVENED 27 AUG 73
 - FIRST REGULAR CLASS TO CONVENE 29 OCT 73
 - ALL USAF RACE RELATIONS INSTRUCTORS WILL ATTEND



RACE RELATIONS COVERAGE

IN SCHOOLS/COURSES

• BASIC MILITARY TRAINING SCHOOL	9 HRS
• OFFICER TRAINING SCHOOL	9 HRS
• ROTC FIELD TRAINING	5 HRS
• COMMANDERS SEMINAR	4 HRS
• TECH/FLYING TRAINING	9 HRS
• SQUADRON OFFICER'S SCHOOL	7 HRS
• AIR COMMAND AND STAFF COLLEGE	10 HRS
• AIR WAR COLLEGE	15 HRS
• NCO ACADEMIES	5-15 HRS



PERSONNEL ATTENDANCE

(AS OF 30 JUN 73)

PERSONNEL TRAINED BY DRRI GRADUATES	259,208
PERSONNEL TRAINED VIA LOCALLY DEVELOPED MAJCOM PROGRAMS	124,477
TOTAL TRAINED	383,685
MONTHLY TRAINING RATE	36,995



WHY A CURRICULUM WORKSHOP?

CONCERN THAT WE WOULD POSSIBLY BE REPEATING THE SAME MATERIAL OVER AGAIN (FILLING SQUARES).

NEED TO MOVE FROM INITIAL PROGRAM THRUST OF INFORMATION AND AWARENESS TO PERSONAL COMMITMENT.

1972 - I DIDN'T KNOW THAT DISCRIMINATION WAS A PROBLEM, SOMEONE SHOULD BE DOING SOMETHING ABOUT IT.

1973 - NOW THAT I AM AWARE OF THE PROBLEM, HOW CAN I HELP RESOLVE IT?





RACE RELATIONS TRAINING

(RESERVES)

MANPOWER PROVIDED
SOCIAL ACTIONS CONCEPT
RES/ANG INSTRUCTORS
TRAINING

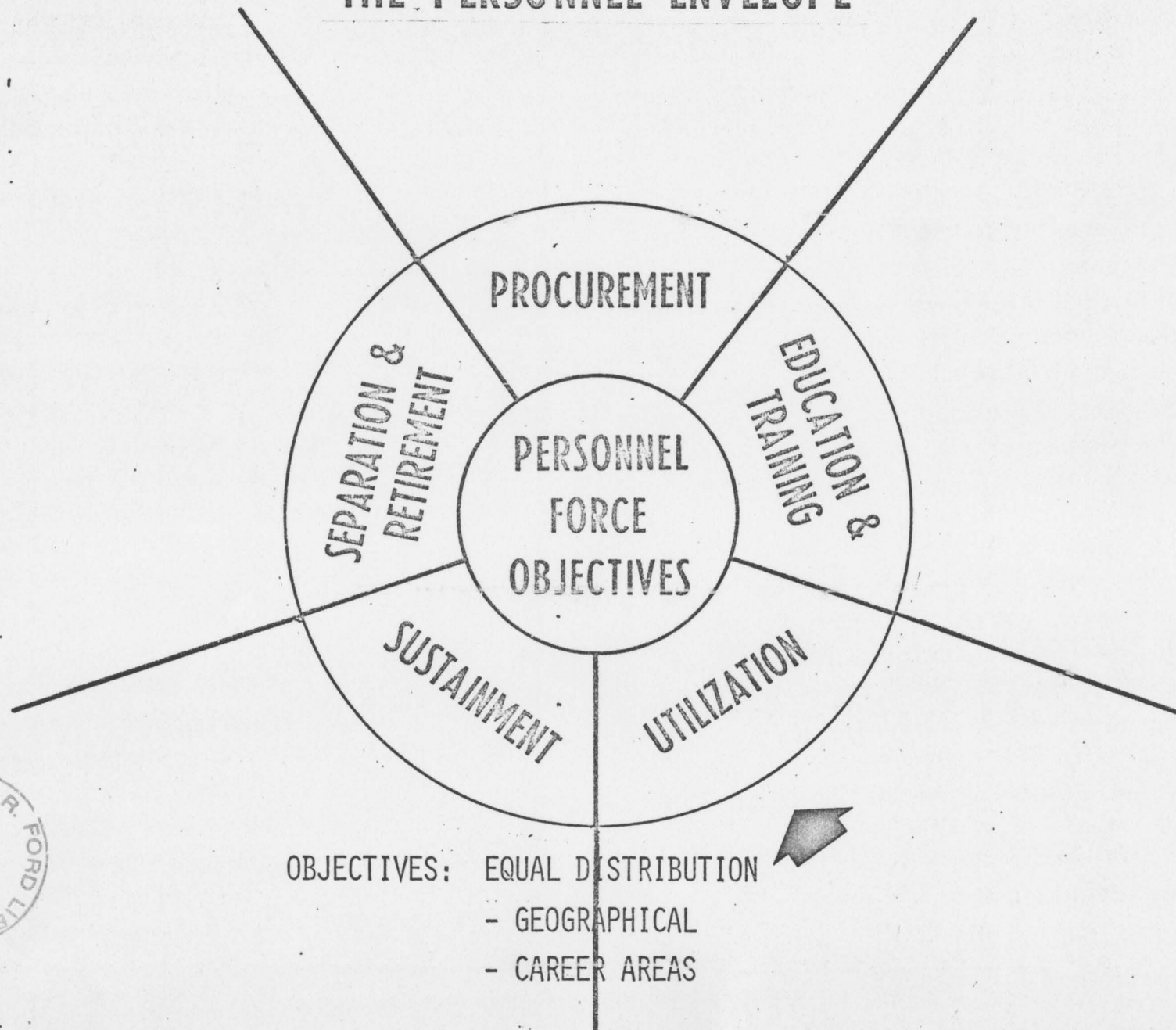
(CIVILIANS)

SAF/MRP DIRECTED CIVILIAN EDUCATION PROGRAM
SPACE AVAILABLE BASIS
COMMAND AUTHORITY
FULL IMPLEMENTATION TARGET - JULY 1974



D-982

THE PERSONNEL ENVELOPE



MINORITY DISTRIBUTION (OBJ 1003, 1205)

ANALYSIS

- 14% MINORITY
- 91 TECH FIELDS UNDER 5% MINORITY
- 34 SUPPORT FIELDS OVER 20% MINORITY

GOAL:

IMPROVE REPRESENTATIVE DISTRIBUTION OF MINORITY AIRMEN IN EACH SPECIFIC AIR FORCE SPECIALTY TO NOT LESS THAN 5%, AND NOT MORE THAN 20% (LONG RANGE 10-15%)

CRITERIA:

- NO ADVERSE IMPACT ON CAUCASIAN DISTRIBUTION OR QUALITY STANDARDS
- CONTINUE TO SATISFY PREFERENCES OF MOST INDIVIDUALS

SYSTEM DEVELOPED

- MEETS CRITERIA
 - PROCUREMENT/INITIAL CLASSIFICATION/CLASSIFICATION STANDARDS
 - EDUCATION/RETRAINING



ON-GOING ACTIONS

INITIAL CLASSIFICATION

- **GOALS TO RECRUITERS**
 - **COUNSELING**
 - **GUARANTEED SPECIALTY**

FINAL CLASSIFICATION

- **GOALS TO PLACEMENT COUNSELORS**
 - COUNSELING**
 - **COMPUTER MATCH-UP**



D-877

PROCUREMENT/INITIAL CLASSIFICATION MIX

(1 JUN THROUGH 31 JULY 73)

<u>AFSC</u>	<u>JOB TITLE</u>	<u>MINORITY MANNING</u>	<u>MINORITY INPUT</u>
30332	AC&W RADAR REPAIRMAN	4.5%	8.3%
30430	RADIO RELAY	5.5%	8.5%
30534	ELEC COMPUTER SYS	5.0%	6.3%
32831	AVIONICS NAV SPEC	5.9%	2.2%
62230	COOK	29%	23%
64730	MATERIAL FACILITIES SPEC	31%	26%
70230	ADMIN	26%	28%
81130	SECURITY POLICE	23%	16%



D-1066

MINORITY DISTRIBUTION
(SUMMARY)

- ° 4996 MINORITIES ENTERED FEBRUARY-JUNE
 - °° OF 3027 WHO QUALIFIED, RECRUITERS PLACED ALL BUT 527 IN
HIGH APTITUDE GUARANTEED JOBS
 - °° OF THE REMAINING 527, PLACEMENT COUNSELORS MATCHED 235 AGAINST
HIGH APTITUDE SKILL AREAS AT LACKLAND
 - °° REMAINING 292 PREFERRED LOW APTITUDE SKILL AREAS (COULD NOT BE
PERSUADED TO SWITCH)



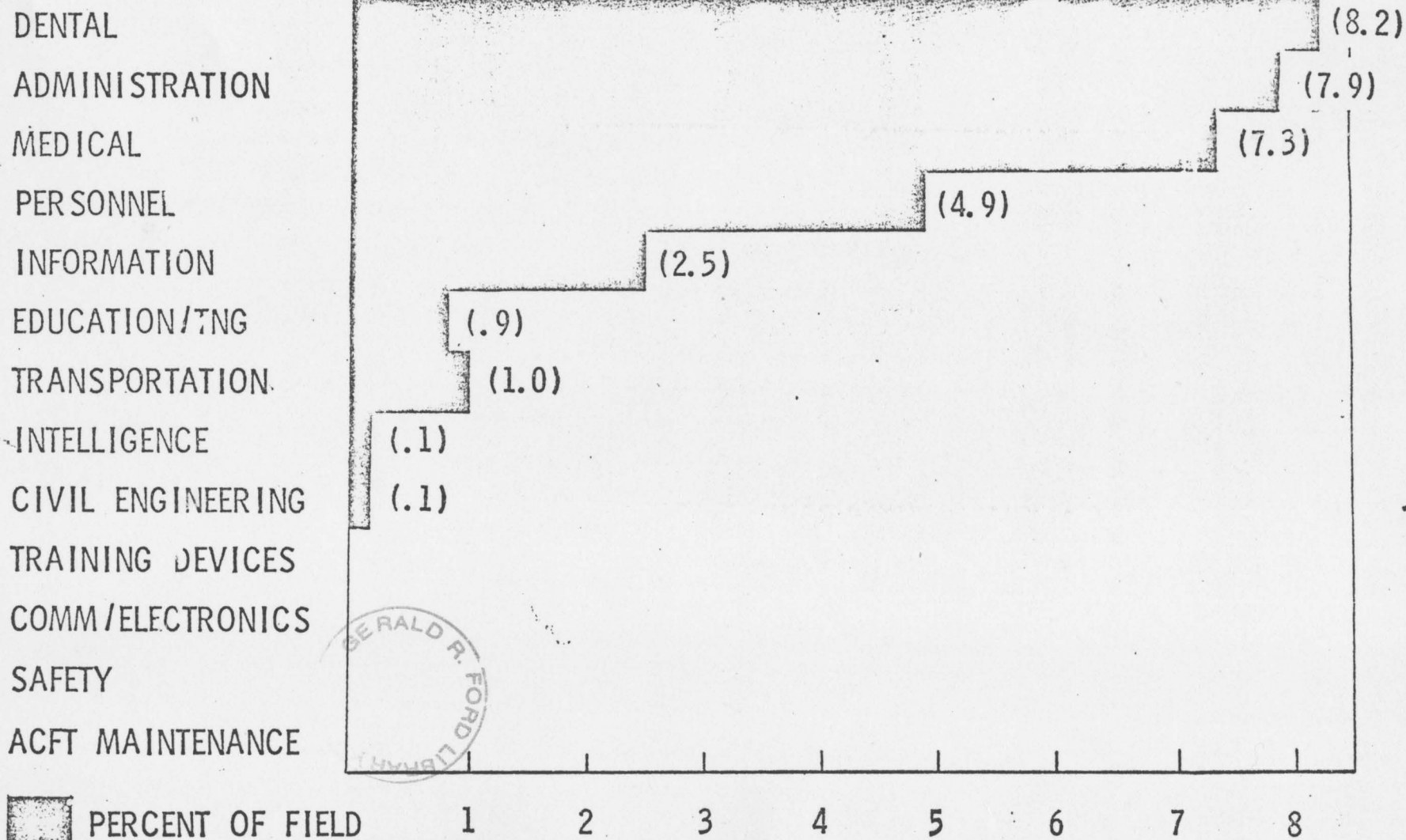
MINORITY DISTRIBUTION
(SUMMARY)

SINCE FEBRUARY 1973

- ° WE INPUT 5.5% MINORITIES INTO TECHNICAL/HIGH APTITUDE AREAS WITH LESS THAN 5% MINORITY POPULATION
- ° WE LOWERED INPUT FROM 28% TO 23% MINORITIES INTO SKILL AREAS WITH MORE THAN 20% MINORITIES
- ° JUNE 1972: WE HAD 91 HIGH APTITUDE SKILLS WITH LESS THAN 5% MINORITY POPULATION
- ° JULY 1973: WE HAD REDUCED TO 48 HIGH APTITUDE SKILLS WITH LESS THAN 5% MINORITY POPULATION



FEMALE ENLISTED UTILIZATION



FEMALE LINE OFFICER UTILIZATION

PERCENTAGE

UTILIZATION FIELD

SUPPLY SERVICES

ADMINISTRATION

PERSONNEL

TRANSPORTATION

SUPPLY MANAGEMENT

INTELLIGENCE

MANPOWER

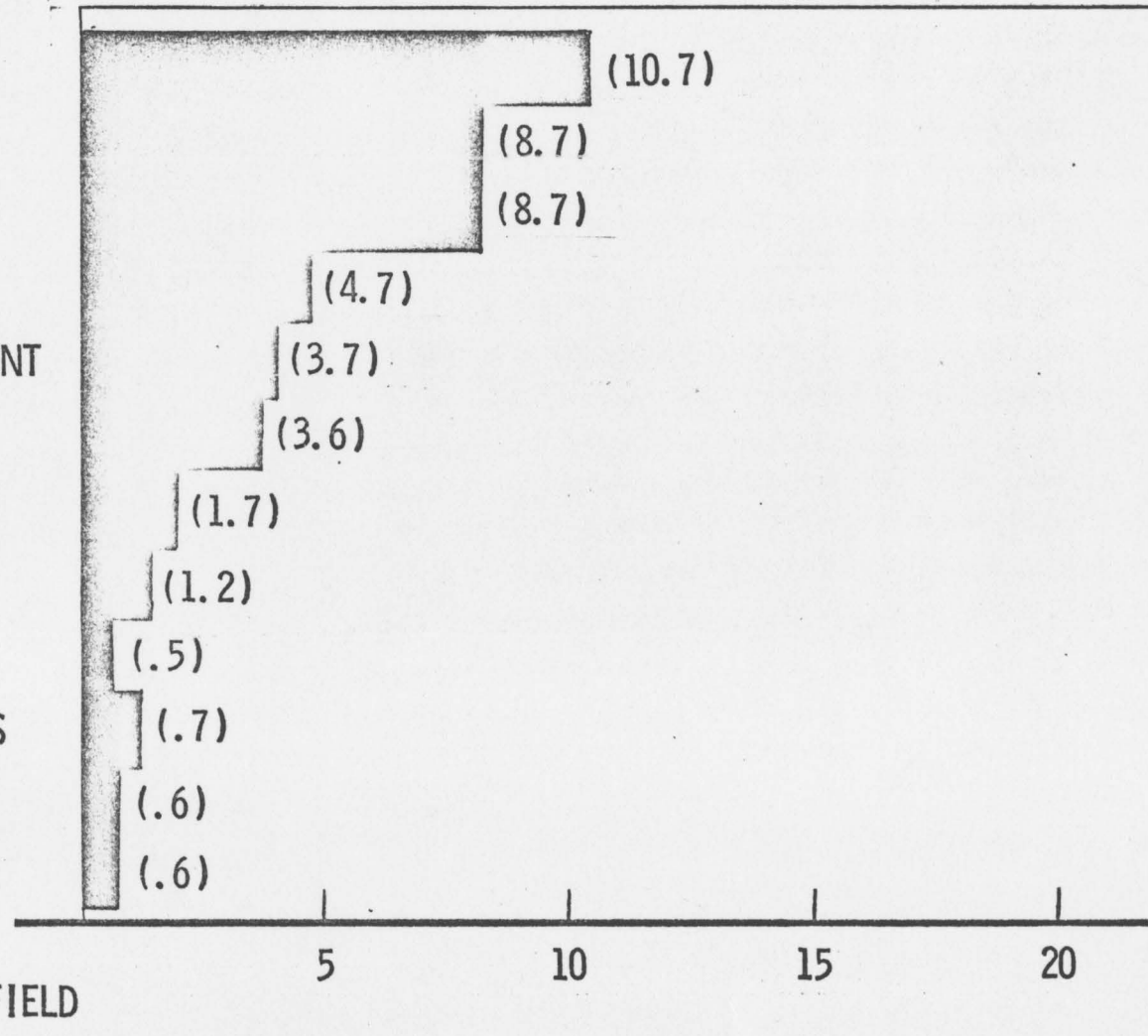
PROCUREMENT

FINANCIAL

COMM/ELECTRONICS

WEATHER

SCIENTIFIC



PERCENT OF FIELD



CAREER FIELDS CLOSED - OFFICER

10XX, 11XX, 12XX
13XX, 14XX

PILOT

15XX

NAVIGATION-OBSERVER

18XX

MISSILE OPERATIONS



CAREER FIELDS CLOSED-ENLISTED

327X0	DEFENSIVE FIRE CONTROL SYSTEMS OPERATOR
425X0	IN-FLIGHT REFUELING OPERATORS
435X0	FLIGHT ENGINEER
607X0	AIRCRAFT LOADMASTER
923X0	PARARESCUE/RECOVERY



UTILIZATION OF NEW OFFICERS

- CONTROL THROUGH FIXED PROCUREMENT STANDARDS
- DETERMINED BY:
 - TOTAL NUMBER HIRED ANNUALLY
 - ANNUAL SKILL REQUIREMENTS
 - RESOURCE AVAILABILITY
- EXAMPLE:

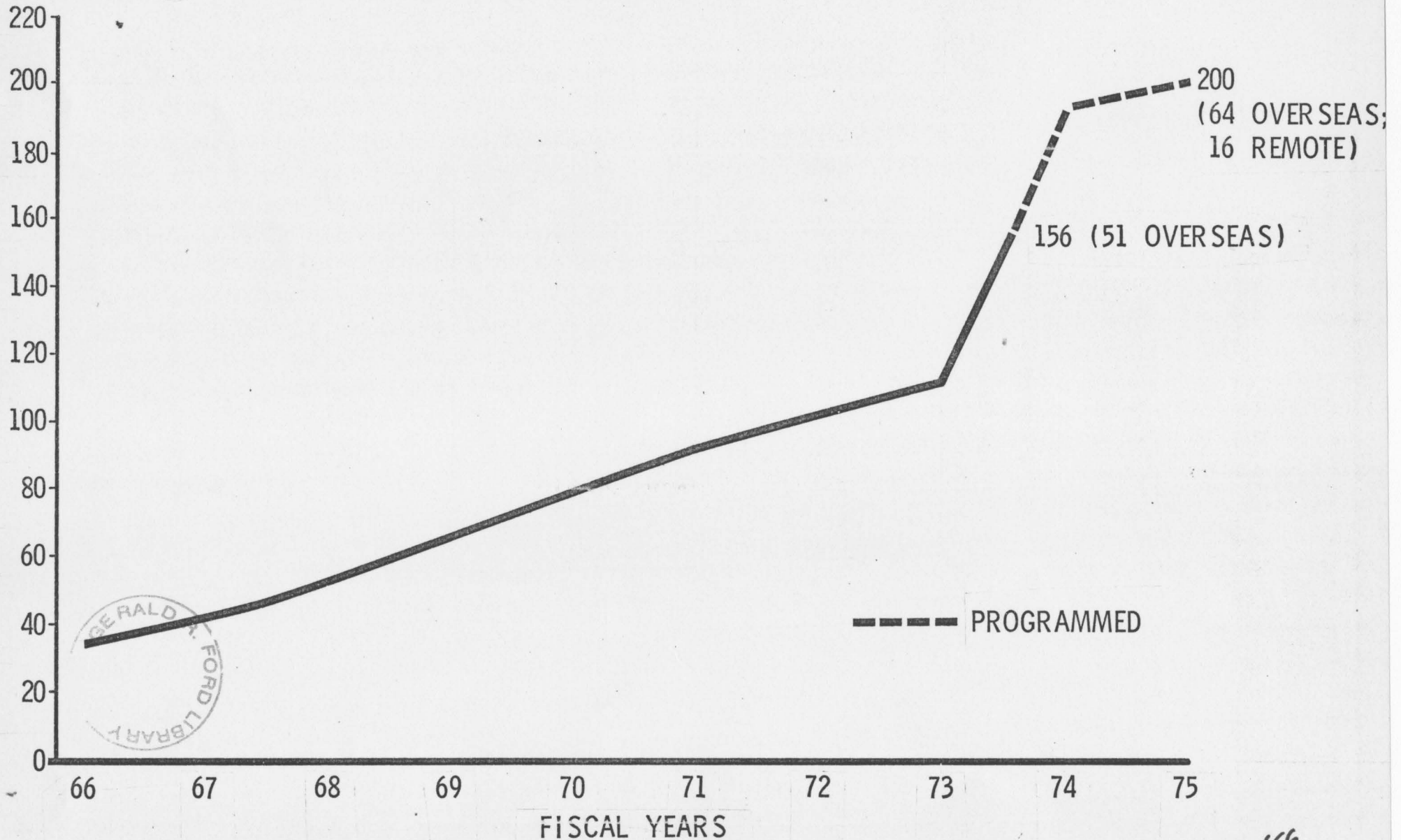
<u>FIELD</u>	<u>FY 74 REQUIREMENT</u>	<u>% TO BE WOMEN</u>
SCIENTIFIC	72	7%



44 + 45
44 + 45

DISPERSAL OF ENLISTED WOMEN

NUMBER OF
INSTALLATIONS

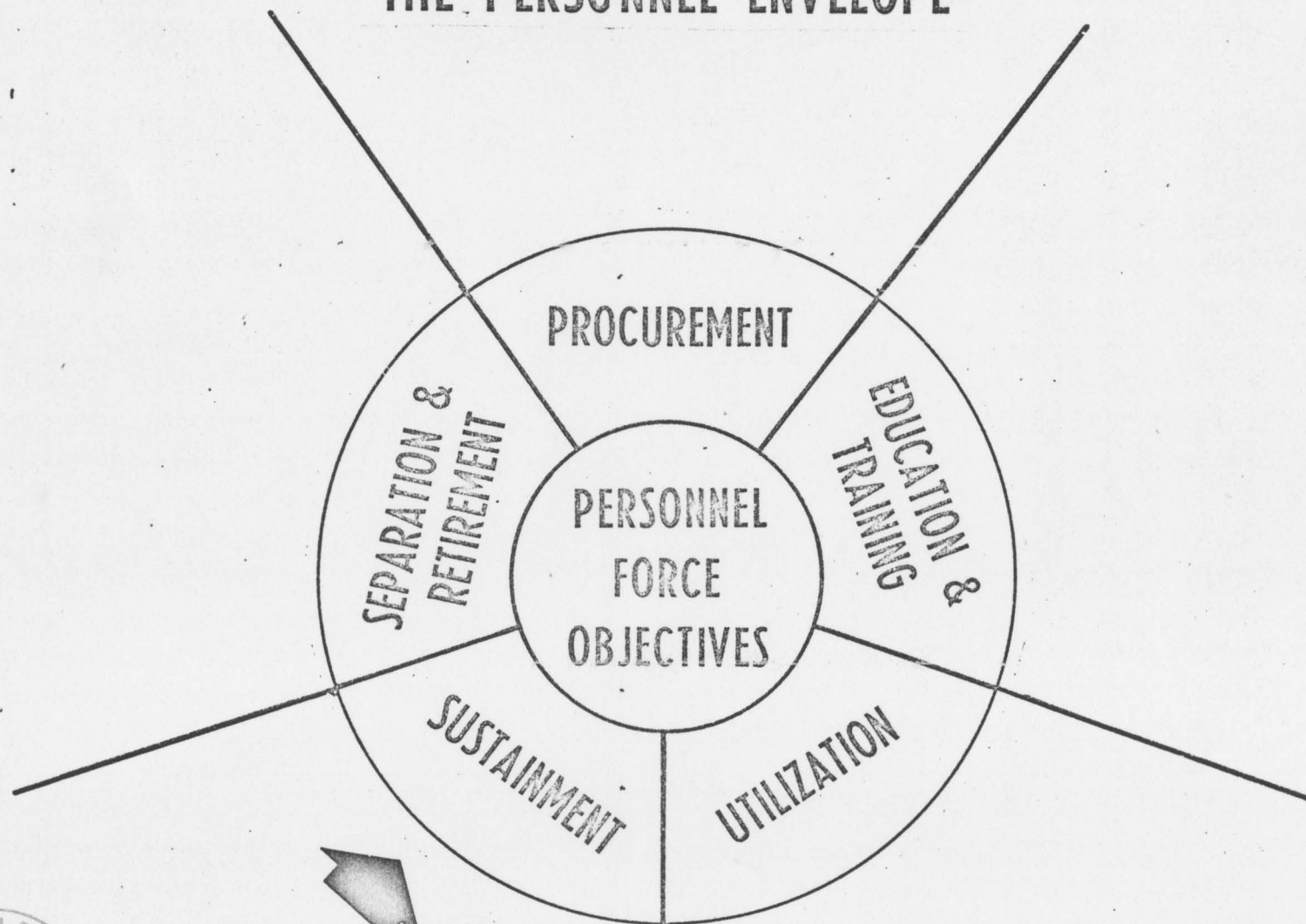


POLICIES AND PROCEDURES

- ° CONCEPT: ALL POLICIES AND PROCEDURES SHOULD BE THE SAME FOR MEN AND WOMEN UNLESS THERE IS A LEGAL OR RATIONAL REASON FOR DIFFERENCE.



THE PERSONNEL ENVELOPE



- OBJECTIVES:
- ELIMINATE INFLUENCE OF MINORITY STATUS IN SELECTION
 - PROMOTION
 - REGULAR AUGMENTATION
 - ASSURE ADEQUACY OF SERVICES TO ALL



MINORITY SELECTION RATES (OBJ 231, 386)

GOAL: ADVANCEMENT OF MINORITIES WITHIN THE FORCE COMMENSURATE
WITH THE ADVANCEMENT OF THE MAJORITY

- CONCERNED ABOUT SELECTIVE ACTIONS: PROMOTIONS, REGULAR AUGMENTATION, SENIOR SERVICE SCHOOLS, TECHNICAL TRAINING
- PROCUREMENT ACTIONS UNDERWAY TO INCREASE RATED QUALIFIED CANDIDATES



CAREER MONITORING

- PROFESSIONAL PERSONNEL OFFICERS AT MPC
 - SCREEN RECORDS
 - IDENTIFY INDIVIDUAL PROBLEMS
 - COUNSEL
 - MOTIVATIONAL
 - PROFESSIONAL ADVICE
 - RETENTION
 - CAREER MONITORING ACTIONS
 - ASSIGNMENTS
 - UPWARD MOBILITY
 - CAREER BROADENING
 - PROFESSIONAL EDUCATION
 - TECHNICAL TRAINING
- EMPHASIS ON INDIVIDUAL DEVELOPMENT



AIRMAN PROMOTION PROGRAM

- AIRMAN (E2) - SERGEANT (E4) FULLY QUALIFIED SYSTEM
- SSGT (E5) - MSGT (E7) WEIGHTED AIRMAN PROMOTION SYSTEM

<u>FACTORS</u>	<u>MAXIMUM POINTS</u>	<u>%</u>
SPECIALTY KNOWLEDGE TEST	100	22
PROMOTION FITNESS EXAMINATION	100	22
TIME - IN - SERVICE	40	9
TIME - IN - GRADE	60	13
DECORATIONS	25	5
PERFORMANCE REPORTS	135	29
	<u>460</u>	<u>100%</u>

- SMSGT (E8) - CMSGT (E9) CENTRALIZED SELECTION BOARDS



AIRMAN PROMOTION

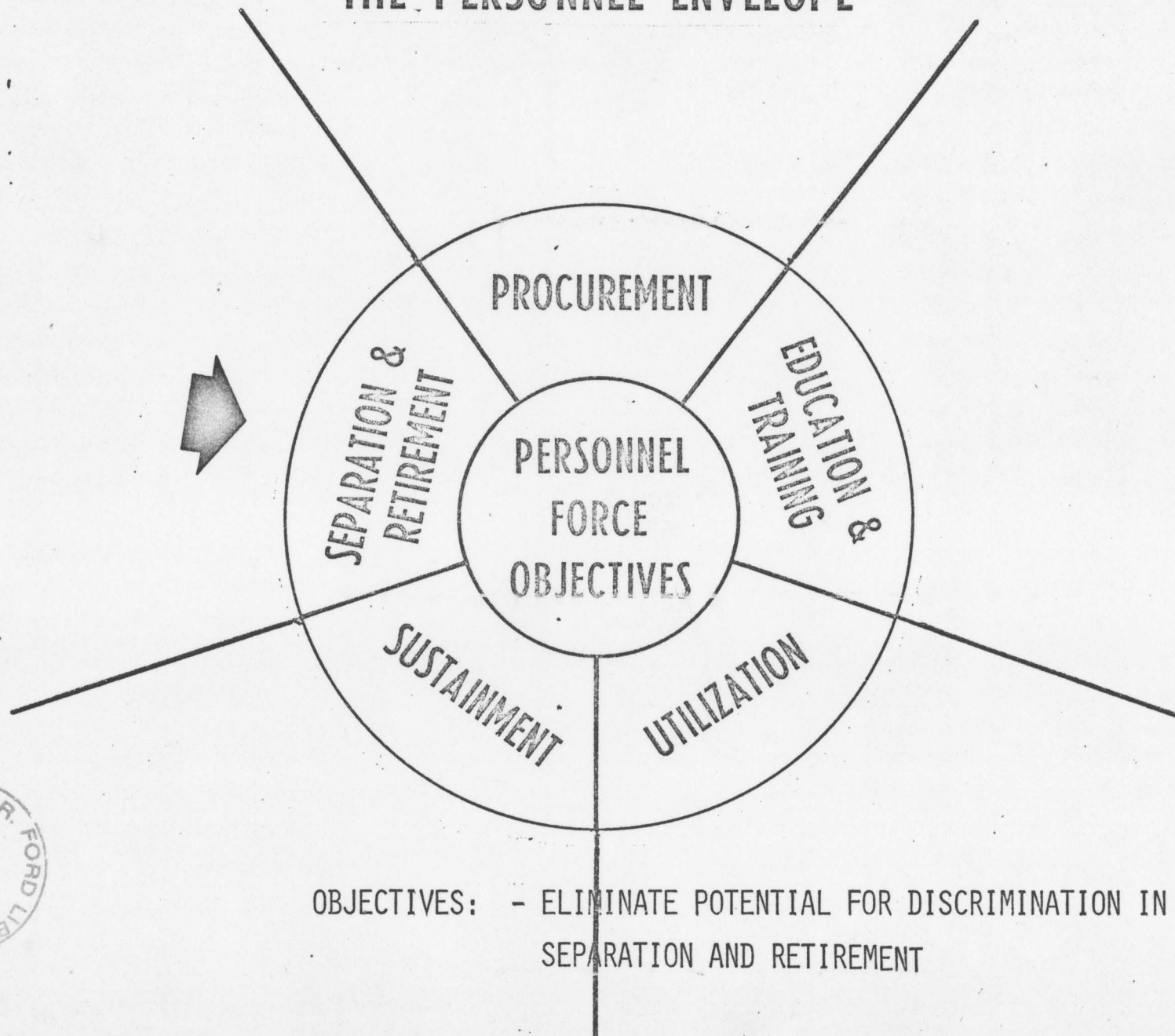
(CYCLE 74 A)

	<u>ELIGIBLE</u>	<u>SELECTED</u>	<u>% SELECTED</u>
ALL (E-9)	8238	664	8%
MINORITY	481	42	9%
ALL (E-8)	30891	1793	6%
MINORITY	2341	118	5%
ALL (E-7)	56442	4276	8%
MINORITY	6696	450	7%
ALL (E-6)	88659	7064	8%
MINORITY	14545	1098	8%
ALL (E-5)	77986	7199	9%
MINORITY	12311	662	5%



D-1055

THE PERSONNEL ENVELOPE



**STATUS OF
AIR FORCE ACTIONS TO IMPLEMENT
RECOMMENDATIONS OF THE TASK FORCE
ON THE ADMINISTRATION OF
MILITARY JUSTICE IN THE ARMED FORCES**



ACTION ITEMS

SEPARATION OF DEFENSE COUNSEL

- LOCAL DEFENDER TO BE RATED BY REGIONAL AUTHORITY - ENDORSED IN WASHINGTON
- PHYSICALLY SEPARATED FROM JAG
 - SEPARATE ADMIN SUPPORT
- 110 ADDITIONAL MANPOWER SPACES ALLOCATED
- TARGET FOR IMPLEMENTATION (1 JUL 74)



D-1066

ACTION ITEMS

ARTICLE 15 PROCEDURES

- INSURE AVAILABLE LEGAL ADVICE
PRIOR TO ART 15 ACTION
- INSURE RIGHT TO PERSONAL HEARING
 - CAN CALL WITNESSES
 - MAY BE PUBLIC

D-1066



ACTION ITEMS SEPARATION PROCEDURES

- INSURE RIGHT TO CONSULT

JAG AT OUTSET OF DISCHARGE

PROCEDURE



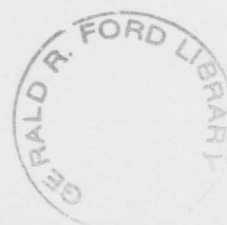
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SUMMARY

- MANAGEMENT SYSTEM
 - INDIVIDUAL MANAGERS
- SPECIFIC OBJECTIVES
- AFFIRMATIVE ACTIONS
 - CURRENT
 - PLANNED

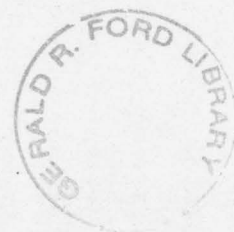


AFFIRMA-
TIVE
ACTIONS
PLAN





THE AIR FORCE AFFIRMATIVE ACTIONS PLAN
FOR
EQUAL OPPORTUNITY AND RACE RELATIONS
(MILITARY)



THE AIR FORCE
AFFIRMATIVE ACTIONS PLAN

Policy: It is the policy of the Air Force to conduct its affairs in a manner free from discrimination and afford equal opportunity irrespective of race, color, religion, national origin or sex.

Objective: The objective of the Air Force Equal Opportunity Program is to maintain military effectiveness through insuring the equal and just treatment of all Air Force personnel.

Standard: The Air Force Standard is as follows: "Discrimination by act or by inference against military personnel or their dependents on or off base will not be tolerated." There are four approved supportive standards through which the basic Air Force Standard is implemented. These are Equal Opportunity, Equal Treatment, Equal Representation, and Equal Selection.

Equal Opportunity applies to all actions related to insuring that the participation and possibility of success of individual Air Force members in all facets of Air Force life is not inhibited by their race, color, sex, religion, or national origin.

Equal Treatment applies to all actions related to insuring that the treatment of individual Air Force members in all facets of Air Force life is fair and just, and not based on considerations of race, color, sex, religion, or national origin.

Equal Representation applies to all actions related to insuring that the minority population of the force keeps pace with minority representation in the resource from which the force is drawn.

Equal Selection applies to all actions related to insuring that there is no consistent deviation from the norm in the selection rates of a distinguishable group of Air Force members due to their characteristics of race, color, sex, religion, or national origin.

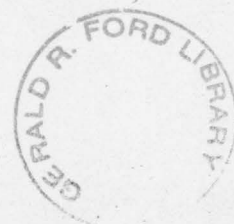


(AFFIRMATIVE ACTIONS PLAN)

Philosophy

In recognition of the need to take positive action to achieve the Air Force non-discrimination standard, the Air Force Affirmative Actions Plan is founded on four principles: First, the welfare of Air Force people is essential to mission accomplishment. Second, non-discrimination is one of the critical issues which impact on their welfare. Third, non-discrimination programs are the responsibility of commanders. Fourth, programs are not enough, total involvement is essential.

The Air Force Affirmative Actions Plan is supportive of the fourth principle. The Plan is designed to achieve total involvement, at all levels, and in all activities which impact on the problem. Affirmative action is based on the realization that passivity is not enough. Positive planned actions are needed to insure real non-discrimination. Non-discrimination in this context goes beyond the absence of overt bigotry. It involves dealing effectively with existing inequities, and insuring positive management of accessions, training, utilization, upward mobility, and full career development for all Air Force members.



(AFFIRMATIVE ACTIONS PLAN)

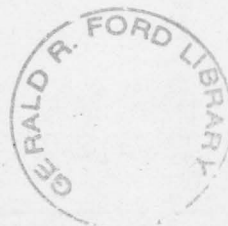
Concept of Operations

The specific affirmative actions outlined in this Plan all support the Air Force non-discrimination standard. The Plan encompasses actions to be taken at HQ USAF, MAJCOM, and base level.

This Plan establishes specific action tasks for appropriate staff agencies. These agencies are identified as Office of Primary Responsibility (OPR) for the required actions. Each action agency is responsible for affirmative actions to achieve the Air Force Standard within its area of responsibility. The staff equal opportunity office at each level of command is responsible to monitor compliance with this Plan and report the status of each applicable action item not less than quarterly to the commander responsible for the equal opportunity program.

Each MAJCOM and base equal opportunity officer will review this Affirmative Actions Plan and identify all action items pertinent to his level of command. He will prepare a letter to be signed by the commander to each staff agency in the Plan. The letter will advise the staff agency of the required action and establish reporting requirements. Reporting requirements will be established so as to insure that status information on each action item flows into the equal opportunity office in a timely manner to facilitate quarterly reporting to the commander.

The format for recording and tracking the status of action items is shown in Atch 1. Local modifications of this format are authorized as long as the same information is included.



THE AIR FORCE AFFIRMATIVE ACTIONS PLAN
FOR
EQUAL OPPORTUNITY AND RACE RELATIONS EDUCATION

PART ONE

HQ USAF



PART ONE

HQ USAF EQUAL OPPORTUNITY

AFFIRMATIVE ACTIONS PLAN

(CONCEPT OF OPERATIONS)

USAFPP-I-Annex A (Annex A to the USAF Personnel Plan) contains the basic guidance for the implementation of the personnel management of the Air Force Affirmative Actions Plan through the USAF Personnel Plan. This guidance is quoted as follows:

MANAGEMENT CONCEPT. The objectives contained in the basic volume (Volume I of the USAF Personnel Plan) were developed for the purpose of energizing management action in support of their attainment. Those objectives having social actions (equal opportunity) implications provide the focus for insuring that every aspect of the personnel system receives the required attention. The attached table identifies social actions-related objectives against each of the recognized personnel life cycle functions and prescribes the management methodology to be pursued by responsible officials assigned to the Air Staff for establishment of social actions standards, and managing/monitoring progress toward their attainment.

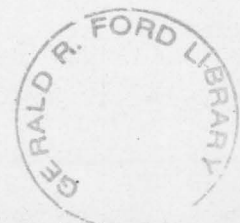
RESPONSIBILITIES AND PROCEDURES. AF/DPXS will develop, revise, and disseminate equal opportunity policy. Dissemination is accomplished by publication or revision of Air Force social actions directives or by changes to the standards or milestones associated with attaining appropriate personnel Objectives (see Table 1). Close coordination between AF/DPXS and Personnel Objective Monitoring Officers (POMOs) is imperative to insure accurate, coordinated, and aggressive direction of social actions goals. AF/DPXS is responsible for:

- a. Insuring that standards and milestones for social actions related objectives are responsive to Air Force plans for resolving contemporary problems.
- b. Monitoring and evaluating POMO progress toward accomplishment of milestones.
- c. Controlling overall progress by placing appropriate emphasis in specific areas of concern as the program progresses.
- d. Keeping abreast of sociological changes and making recommendations as required to incorporate necessary changes.

Personnel Objective Monitoring Officers (POMOs) will report progress in achieving standards set for objective attainment through the procedures established in Volume I, USAF Personnel Plan (p. 2-5-6)



and HQ POI 36-2. AF/DPXS will maintain copies of applicable Objective Status Reports (OSRs) which specify the standards and management actions (milestones) required for attaining equal opportunity goals.



SOCIAL ACTIONS RELATED OBJECTIVES

	OFFICER	AIRMAN	RESERVE
Procurement	001, 002, 003R, 004, 005, 006A, 028, 029, 052, 055, 056, 057	1003, 1006, 1027, 1030R	2001, 2002, 2005, 2006, 2009, 2013
Education and Training	107, 108, 177, 176, 178	1107, 1108, 1126, 1176, 1130, 1182	2101, 2105, 2106, 2126, 2130, 2131, 2151, 2152, 2154
Utilization	202, 230, 231, 280R	1202, 1205, 1278, 1206	2209, 2212, 2215, 2217
Sustainment	301, 302, 303, 326, 327, 351, 376, 377A, 377B, 380, 382, 383, 386, 387	1301, 1302, 1304, 1306, 1307, 1341, 1361, 1383, 1385, 1386, 1389A&B, 1391	2301, 2302, 2303, 2305, 2306, 2321, 2323, 2324, 2361, 2362, 2364, 2367, 2372
Separation and Retirement	402, 405, 407	1405, 1406	2403
Management Series	5001, 5004, 5214, 5407, 5410, 5411, 5412, 5413, 5414, 5415		

Extracts of the Objective Status Reports for the above Objectives are filed in the Social Actions Division and constitute a companion document to this annex.



THE AIR FORCE AFFIRMATIVE ACTIONS PLAN
FOR
EQUAL OPPORTUNITY AND RACE RELATIONS EDUCATION

PART TWO
MAJOR AIR COMMAND



PART TWO

MAJCOM AFFIRMATIVE ACTIONS PLAN

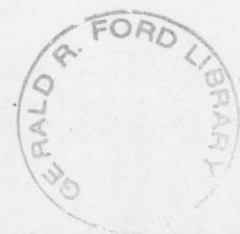
(CONCEPT OF OPERATIONS)

Each Major Air Commander is responsible for the implementation and management of the Air Force Equal Opportunity Program in general and specifically for the implementation of the Air Force Equal Opportunity Affirmative Actions Plan within his Command. Within the Major Command staff, the Deputy Chief of Staff/Personnel is responsible for the conduct of the Equal Opportunity Program. His equal opportunity officer will serve as the central staff coordinator for all affirmative action plan actions. The equal opportunity officer will act upon all affirmative action items which are applicable to his office. Additionally, for all those items applicable to other MAJCOM staff agencies, he will indorse those tasks to the appropriate agencies by letter from the Commander or the DCS/Personnel. These indorsements will define the tasks to be accomplished and establish a feedback system for status tracking purposes. To insure proper emphasis is placed on action plan items, a system should be developed to provide a management review to the major commander at least on a quarterly basis. In the management review, the status of all items should be highlighted, but special emphasis should be placed on those items with unsatisfactory status. Each MAJCOM DCS/Personnel should forward a how-goes-it status on the implementation of affirmative action plan actions on 31 December and 30 June of each year to HQ USAF, AF/DPXSE, the Pentagon, Washington, D.C. 20330. MAJCOM equal opportunity officers should extract the appropriate base level action plan items and forward them with the appropriate implementation guidance to their bases.



THE AIR FORCE AFFIRMATIVE ACTIONS PLAN
FOR
EQUAL OPPORTUNITY AND RACE RELATIONS EDUCATION

PART THREE
BASE LEVEL



PART THREE

BASE LEVEL AFFIRMATIVE ACTIONS PLAN

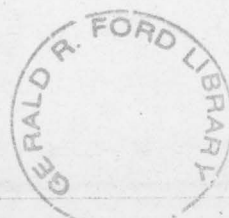
(CONCEPT OF OPERATIONS)

General. Installation commanders (AMA, Center, Wing, Base) are responsible for the implementation and management of the Equal Opportunity Program. The Affirmative Actions Plan is designed to support the Commander in carrying out this responsibility. It is at the working level that non-discrimination standards reach fruition. At the installation level, the Commander is concerned with tracking the positive and negative management indicators which reveal the effectiveness of his equal opportunity program. These indicators point out strengths and weaknesses and enable the Commander to establish priorities for management emphasis.

There are two important aspects of the base level affirmative actions plan. First, the action agencies involved are being tasked to work problems which lie within their daily job functions. This is much better than trying to achieve this wide array of tasks through the Equal Opportunity Office. An agency is familiar with the workings of its own mission. Once tasked to do a job which falls within that mission, the agency can generally do that job much more effectively than an outside agency. Second, the motivation to do the assigned action well is enhanced by the fact that the action is Commander directed. It must be clearly understood by the action agencies that the status of their actions will be reported to the Commander quarterly. Thusly, the task they are assigned through this action plan becomes an integral part of each agency's mission requirement.

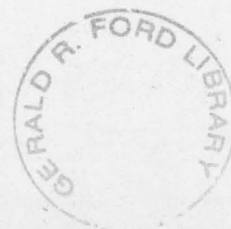
Flexibility. Affirmative actions at base level in equal opportunity is a new concept for military although the civilian work force has had affirmative action plans for some years. Because the concept is new, some flexibility is desired. Additional items may be added to the local plan as deemed appropriate by the Commander. The MAJCOM Equal Opportunity Office should be advised in writing of any formal additions to this Plan. Items which the local Commander feels are not applicable to his installation may be waived by HQ USAF, DPXSE. Requests for waivers should fully explain the nonapplicability of an item and be forwarded through the MAJCOM DCS/P to AF/DPXSE. Except for the modifications just discussed, the Affirmative Actions Plan is standardized and it applies to each Air Force base.

Implementation. The Air Force Affirmative Actions Plan is prepared at HQ USAF. It will be updated annually on 30 June and forwarded to each MAJCOM. MAJCOM Equal Opportunity officers will supplement the Plan as appropriate and forward it to each base not later than 31 July. Base level Equal Opportunity officers will review the Plan, supplement it as appropriate, and advise action agencies of all changes not later than 30 September. Initially, to implement the



Plan, a certain amount of "public relations" work is appropriate. Equal Opportunity officers will probably find that a visit to each action agency involving a personalized discussion of the Plan, and how it relates to the "big picture," will be very helpful in building a good understanding before the formal letter from the Commander is issued to the action agency. Remember, the important thing is not the Plan itself, but the results achieved through the Plan. Hence, the manner in which the tasking of specific action items is done can be a very important consideration in getting off to a good start. The letter assigning Action Plan responsibilities should be carefully written. It should advise the chief of the action agency that a new Air Force Affirmative Actions Plan is in effect, and that his agency has a piece of the action. He should be told just what his specific task will consist of (including any required reports). He should be told also that his agency is one of many who are being tasked to work specific parts of the total problem. He must also be advised that while any required status reports are to be forwarded to the Equal Opportunity Office, the status of all action items will be reported quarterly to the Commander.

Management Surveillance. Reporting the status of Action Plan activity will be a very important facet of the program. The number of action items may be very high. While this is desirable in terms of the volume of activity in support of equal opportunity, it will represent a liability in briefing the Commander on the status of the Plan. A coding system will simplify this process. All Action Plan items should be coded either satisfactory or unsatisfactory. Satisfactory items are those in which the actions being taken are appropriate and are achieving desired results. This does not mean that the problem is solved. A completely solved problem (theoretically) should not even be an action plan item. In this context, the term satisfactory refers to the measurement of progress in dealing with a particular problem area. Unsatisfactory items are those in which the progress being made in dealing with a problem area is considered inadequate. For management review purposes, a brief overview of all the action items may be made available to the Commander, but the majority of the time involved must be used to focus on the unsatisfactory areas. These then become the "problem" areas. It may be desirable to develop a "problems chart" which is placed in the Commander's office and updated periodically. Many commanders keep management surveillance charts on many subjects, so the addition of an Equal Opportunity Top Problems Chart would probably be considered desirable by many commanders. An alternative to a wall chart is the development of an Action Plan Book. Such a book would show the Commander, at a glance, the status of all action items and highlight the problem areas. Whatever is best for the individual Commander is the best method to use.



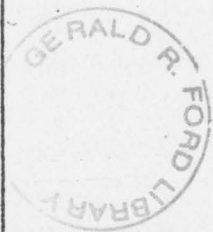
AFFIRMATIVE ACTIONS PLAN

PART 1

(PROCUREMENT) GENERAL

STANDARD: EQUAL REPRESENTATION

OPR	ACTION					STATUS									
MAJCOM DP Base DP	Support Air Force minority and women procurement goals as appropriate through management of airmen commissioning programs.														
DPXOV	Monitor the quality and quantity of minority officers, airmen and women procured into the active and reserve components and adjust policy accordingly to insure the production is accomplished with no lowering of Air Force standards.														
All	Support Air Force minority and women procurement goals, aimed toward disbursing personnel into a wider spectrum of skills, for officer and enlisted personnel in active and reserve components as approved by CSAF.														



STANDARD: EQUAL TREATMENT

[illegible]

STANDARD: EQUAL TREATMENT



AFFIRMATIVE ACTIONS PLAN

PART 3 UTILIZATION

STANDARD: EQUAL REPRESENTATION

OPR	ACTION					STATUS									
DPPPA DPMMPA AF/RE	Insure that distribution of minority personnel in all career areas is commensurate with the representation of these groups in the Air Force population. (Both active and Reserve forces.)														
DPPPA Base/ DP	DP to support Air Force minority distribution goals through counseling of qualified minority and women personnel for voluntary retraining to desired career fields. SL to provide assistance as required.														
MAJCOM DP Base/ DP SL	Insure full utilization of minority and women personnel at all levels of supervision and Command in jobs commensurate with awarded skill level.														



AFFIRMATIVE ACTIONS PLAN

PART 4

SUSTAINMENT

STANDARD: EQUAL SELECTION/EQUAL TREATMENT

OPR	ACTION					STATUS								
DPMS MAJCOM DPZ Base SL Base DPs	Monitor Officer, NCO, and Airmen's open mess programs for variety of programming in terms of appeal to minority and women personnel. SLE to advise Commander on status.													
JA MAJCOM JA Base SL Base JA	Develop system to monitor article 15 administration by race, by offense, by unit. Provide data to SLE for review and appropriate action. JA to advise Commander on status.													
JA MAJCOM JA Base SL Base JA	Monitor pre-trial confinement by race, by unit of assignment, by reason for confinement. JA to advise Commander on status.													
DPXSE OSI MAJCOM DPZ Base CSP Base SLE	Monitor racial incidents on-base and those involving military personnel off-base SLE to track and report status to Commander.													
Base IG SLE	Monitor discrimination complaints by unit. SLE to report status to Commander.													



STANDARD: EQUAL SELECTION/EQUAL TREATMENT

[illegible]

AFFIRMATIVE ACTIONS PLAN

PART 5

SEPARATION

STANDARD: EQUAL TREATMENT

OPR	ACTION					STATUS								
DPM MAJCOM DPZ	Develop plan for positive retention counseling of minority and women officers approaching end of mandatory service commitment. Record number counseled and success rate. SLE to assist as required.													
DPM MAJCOM DPZ Base DP	DP to monitor transition training applications and approvals by race and sex. DP to report status to Commanders. Provide data to SLE for assistance as required.													



ATTACHMENT 1

SUGGESTED MAJCOM/BASE LEVEL AFFIRMATIVE
ACTIONS PLAN STATUS REPORT



AFFIRMATIVE ACTIONS PLAN

(EQUAL OPPORTUNITY & TREATMENT/RACE RELATIONS EDUCATION)

Status Codes: U - Unsatisfactory, S - Satisfactory, X - Target Date

ACTION	OPR	MILESTONES	1-74	2-74	3-74	4-74	1-75	2-75	3-75	4-75
State basic action item in clear succinct terms	DPs SL	Determine base population mix by race, sex, age, and enlistment status. Update quarterly. Task CBPO to provide this data. Review data and develop "profile" of base population.	x	x	x	x	x	x	x	x
Example: "Insure recreational facilities adequately address needs of minority and women personnel. Establish a system to review efforts to provide minority oriented entertainment, track and evaluate progress	DPs	Joint review of recreation activities by SL and rec services management using "profile" as guideline. Identify deficient areas.	x		x		x		x	
	SL	Track corrective actions. Report status and problem areas to Commander.	x	x	x	x	x	x	x	x

