

LETTERHEAD

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MEMORANDUM FOR Command Action Team, **Organization A, Patrick AFB, FL 32925**

SUBJECT: EO Action Plan

1. **Purpose.** This Action Plan sets forth goals and objectives in support of the organizational climate assessment completed on **17 Aug XX**. It is my intent to create and sustain healthy command climates that afford each Service member and Civilian employee the right to serve, advance, and be evaluated based on only individual merit, fitness, capability, and performance in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity), or sexual orientation.

2. **Objective.**

a. The objective of the Action Plan is to identify and establish goals, responsibilities, and policies that positively supports the Command's climate and focuses on fairness, justice and equity for all members of the organization.

b. To accomplish any mission, leaders must ensure units are properly trained and that all members and equipment are in the proper state of readiness at all times. Leaders at all levels have the responsibility to promote individual readiness by developing competence and confidence in their subordinates. A leadership climate in which all members perceive they are treated with fairness, justice and equity is crucial to the development of this confidence.

3. **Scope.**

a. The Command's Action Plan is a management tool supporting findings during the organizational assessment conducted on **17 Aug XX** and focuses on strategies to improve operational efficiency, human resource management and development, training management, and the management of financial, budget and logistical resources.

b. Actions directed in this document are designed to–

(1) Increase organizational effectiveness and sustain combat readiness.

(2) Prevent discrimination and assure opportunities for upward mobility for all qualified organizational members.

(3) Infuse Action Plans into all subordinate organizations in the command by placing responsibility into the hands of commanders.

(4) Prevent Sexual Harassment and Sexual Assault and create an environment where individuals feel comfortable in reporting incidents.

4. **Identification.** This paragraph contains Action Plan goals and objectives. Goals are intended to be realistic and achievable, with measurable prospects of attainment. Goals are not ceilings, nor are they base figures that are to be reached at the expense of requisite qualifications and standards. Goals will not be turned into quotas. Goal development and accountability is the responsibility of each commander who has the resources and authority to control or influence the outcome of specific Action Plans. The overarching objective for each action plan is to create a working environment that provides all members opportunities based on individual merit, fitness, and capability and sustains combat readiness.

5. **Assessment.** Each Action Step is aligned with the findings of the organizational assessment conducted on **17 Aug, XX**. Additionally, each step will define the climate factor (Organizational Effectiveness, EO/EEO/Fair Treatment and SAPR), subject, objective of action step, the responsible agency(ies), the action plan steps to resolve the concern, outline the goals and milestones for achieving the goals and identifying the basis for the action step.

Action Step 1 – EO/EEO/Fair Treatment and Inclusion at Work	
Subject:	Lack of Opportunities for Women
Objective:	Ensure that women have the same opportunities as men
Responsible Agency(ies)	Commanders/Directors, HR Dept. and Training Dir.
Action Plan:	1. Identify all key leadership positions and collect demographic data by race, gender, and anticipated rotation dates for current incumbents in the entire command.
	2. Training Director will identify available training opportunities.
	3. HR Department will develop a process to assist commanders in identifying eligible candidates and a process to select qualified personnel to fill key vacant positions.
	4. Each commander/director will report data to the HR Department.
	5. HR Department will conduct a skills analysis to determine who requires training
Goals:	Enhance a Commanders ability to identify and select qualified personnel to fill key leadership positions and who is eligible to attend training for career development.
Milestones:	1. Within one month, the HR Department and Training Director will brief all commanders: <ul style="list-style-type: none"> • on all key positions within the command • identify eligible candidates for key positions and training opportunities • provide the process for selecting personnel for training and for key positions
	2. Within 10 days after the processes are briefed, the commander will approve the processes along with any modifications required.
	3. Once approved, commanders at all levels will immediately implement and utilize these processes in coordination with the HR Department and the Training Director to maximize the selection of quality personnel based on merit, fitness, and capability.
	4. The senior commander will review progress semi-annually and all other commanders will review progress monthly
Basis of goal(s):	DODD 1350.2 - Each Service member has the right to serve, advance, and be evaluated based on only individual merit, fitness, capability, and performance in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity), or sexual orientation.

Action Step 2 – Organizational Processes	
Subject:	Timely Processing of Personnel Actions
Objective:	Ensure that all personnel actions are processed in a timely manner
Responsible Agency(ies)	S1/G1/HR Department Officers and Unit Commanders
Action Plan:	1. Organizations will forward late personnel actions within 24 hours to their HR Servicing Department
	2. Process any future personnel actions within 36 hours to their servicing HR Department
	3. Develop a Database to track unit personnel actions
Goals:	Process all personnel actions and forward to HR Department for processing within 36 hours of receiving a personnel action
Milestones:	S1/G1/HR Department will review progress in the first two weeks, monthly for the first three months and semi-annually thereafter.
Basis of goal(s):	All personnel have a right to request personnel actions they qualify for and to have the HR Department act on actions in a timely manner so employees can make quality decisions affecting their professional and personal lives.

Action Step 3 – Organizational Processes - Discipline	
Subject:	Judicial and Non-judicial Punishment
Objective:	Ensure disciplinary action is fair and just regardless of race, ethnicity, or gender
Responsible Agency(ies)	Unit Commanders and Staff Judge Advocate
Action Plan:	Review for trends by Racial, Ethnic, and Gender Categories
Goals:	Ensure all unit members are treated equitably
Milestones:	Provide annual results by racial, ethnic, and gender categories to the Commanding General/Director by 30 November for the fiscal year completed, along with previous year's data.
Basis of goal(s):	DODI 1350.2 - Each Service member has the right to serve, advance, and be evaluated based on only individual merit, fitness, capability, and performance in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity), or sexual orientation.

Action Step 4 – Organizational Processes – Senior Leadership	
Subject:	Senior Leader Communications
Objective:	To communicate critical information to unit members in a timely manner
Responsible Agency(ies)	Commanders/Directors, Senior Enlisted Leaders and Information Technology
Action Plan:	Implement technology to increase information efficiency and timeliness
Goals:	Communicate and disseminate information to all unit members (on a need to know basis)
Milestones:	Research the latest social media and information technology to bridge the communication gap in information dissemination to unit members – complete research within 30 days and make decision within 45 days to implement new strategies
	Send bi-weekly newsletter to all unit members' email account
	Conduct survey in 3 months to measure effectiveness of milestones
Basis of goal(s):	DEOCS, dated Aug XX, 20XX

Action Step 5 – Sexual Assault and Response	
Subject:	Knowledge of Sexual Assault and Response Reporting Procedures
Objective:	Ensure all unit members know how to report Sexual Assault
Responsible Agency(ies)	Sexual Assault and Response Coordinator
Action Plan:	Conduct scenario based training to increase reporting knowledge semi-annually
	All newly assigned personnel must attend Sexual Assault Prevention and Response (SAPR) training within 14 days of arrival

Goals:	Increase reporting knowledge by 100%
Milestones:	Implement training methods within 60 days
	Commanders will report "SAPR reporting knowledge" to the SARC within 30 days after completing the DEOCS (DEOMI Organizational Climate Survey)
	SARC will report "reporting knowledge" to the Commanding General/Director semi-annually.
Basis of goal(s):	DODI 6495.02-Sexual Assault Prevention and Response (SAPR) Program Procedures.

6. **Goal Revision.** Goal revision will occur routinely following periodic assessments of each action step and will be different for each organization. Commanders have the responsibility to manage goal revisions along with their staffs.

7. **Review and Analysis.** Commanders need to determine how often reviews should occur within their organizations and who is responsible for each action plan step.

8. **Measurement.** Measurement is an essential element of Action Plan management and will be used for all areas that have quantifiable goals. When measuring goals, commanders should identify trends, highlight differences and identify problem areas that may require goal revision, intervention due to change resistance, or some other issues/concerns that may arise due to change.

9. **Reporting.** Responsible parties for each action plan will participate in a quarterly Action Plan update and report current status of each Action Plan. The Equal Opportunity/Command Climate Specialist office will head the update and brief the Commander/Director within 10 days after the update.

NAME OF COMMANDER/DIRECTOR
Major General, U.S.....
Commander