

# **EQUAL OPPORTUNITY IN SUPPORT OF DEPLOYMENTS**

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# FOREWORD

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**This briefing is designed to assist Equal Opportunity practitioners in their preparation for deployment.**

**Learning points are highlighted utilizing personal experiences and those of deployed EOAs in Afghanistan.**



# OVERVIEW

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- **Before, During and After Operations**
- **Helpful Agencies in Theater**
- **Observations**
- **Program Manager Expectations of EOAs**
- **EOA Expectations of Program Managers**
- **Conclusion**



# BEFORE DEPLOYMENT

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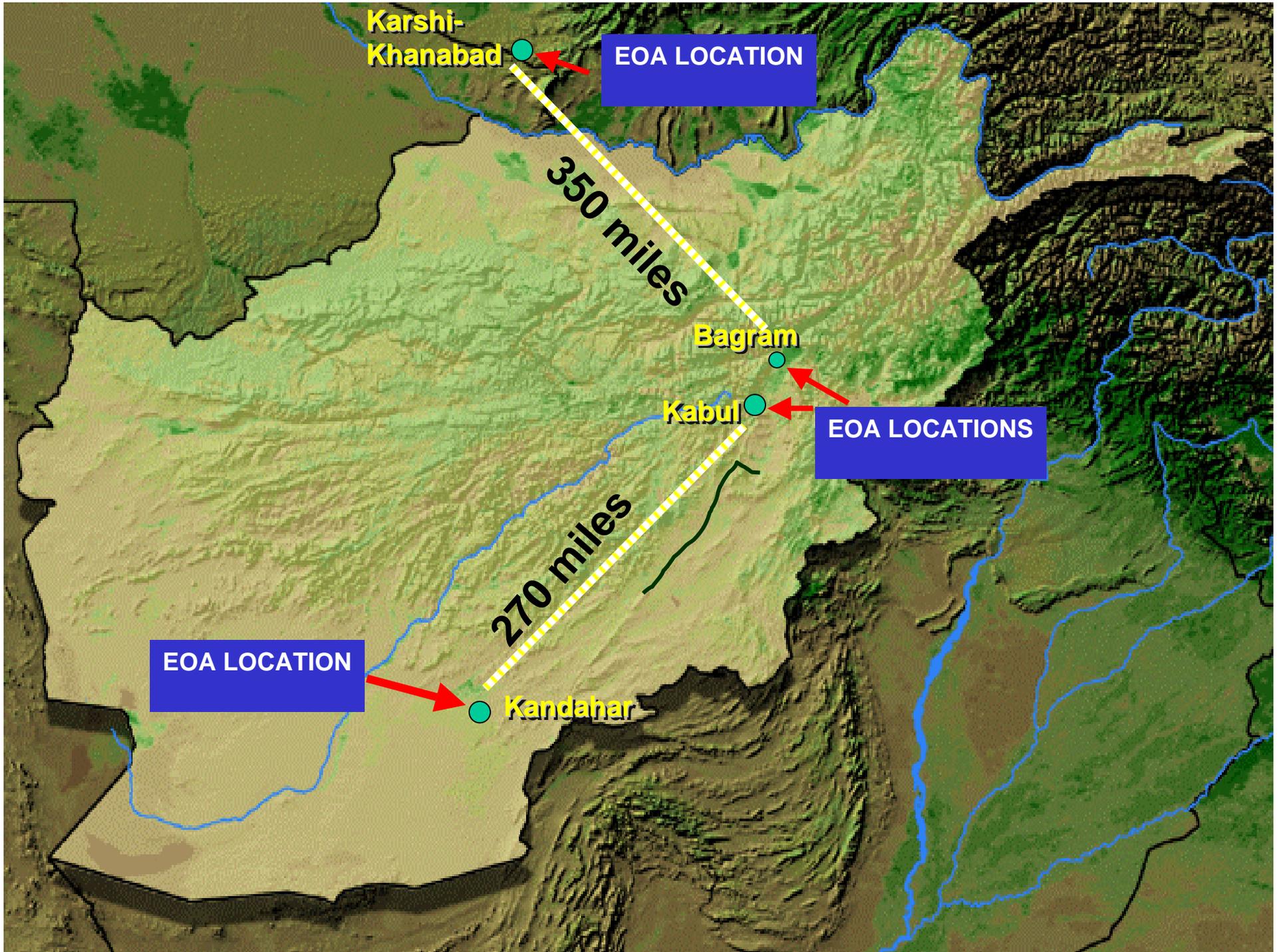
- **Ensure that EOR positions are filled**
- **Consider the cultural/religious concerns of your theater (seek assistance from Chaplain, Intel & Civil Affairs communities) and educate your units**
- **Ensure that you have training course materials (Cdr/1SG Course, EORC, EO Classes, etc.)**
- **Identify ethnic observances that will occur during the tour & take appropriate materials with you**
- **Understand the command relationships in theater and identify units that will be attached to your organization (Are EO reps present in each organization?)**

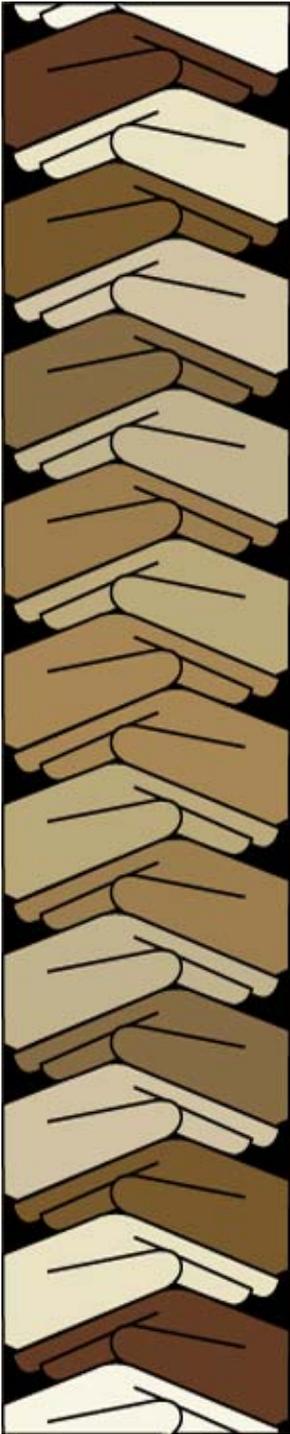


# BEFORE DEPLOYMENT

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- Discuss your “EO coverage” plan with your Commander and get his/her input
- Ensure that you have the capability to operate on both SIPR & NIPR systems
- Ensure that you have coverage for your rear detachment
- Develop a plan to support civilians in theater (there are a number of contractors and AAFES employees)
- Understand how the unit will be arrayed in theater and be aware how time/distance factors will impact your ability to visit/communicate (see map for example)



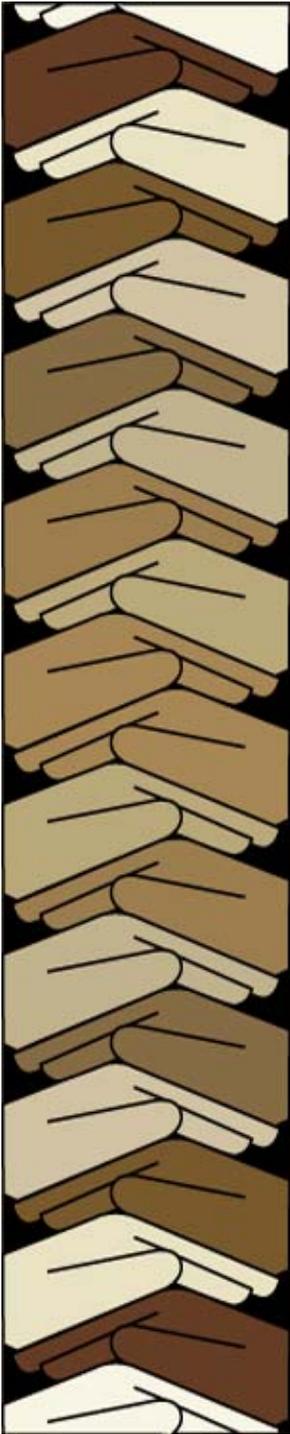


# DURING DEPLOYMENT

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## Maintain the Offensive

- **Advertise what you bring to the fight**
- **Get out and meet Command teams of attached units**
- **Establish communications with EO reps at higher & subordinate organizations**
- **Insert an info slide into the Newcomers Briefing conducted by theater reception center**
- **Ensure your EO policy letter addresses all service components**
- **Publish articles/info through Public Affairs**

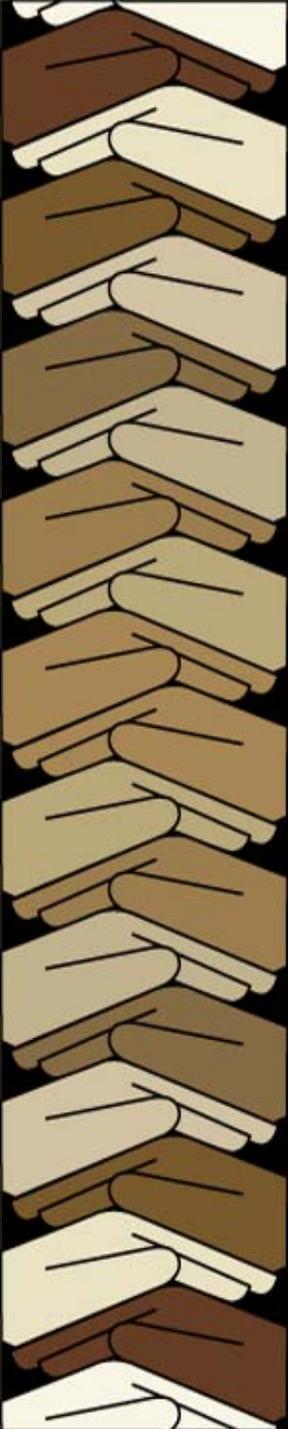


# DURING DEPLOYMENT

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## Maintain EO Visibility

- Visit troops in the field/fleet (catch rides with Cdr, IG, Chaplain, PAO, etc.)
- Place info flyers where service members go (exchange, gym, dining facility, etc.)
- Periodically brief during staff meetings
- Conduct ethnic observances (morale booster)
- Publish a web site (post training slides)
- Conduct command climate surveys

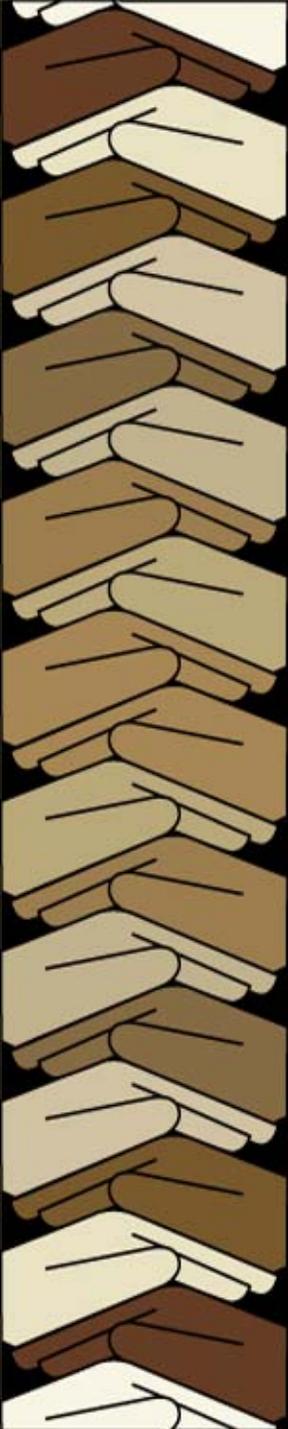


# DURING DEPLOYMENT

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## Maintain Credibility

- Help out in other areas (PMOS, Rating, AFSC, NEC)
- Identify and communicate trends to the Commander
- Provide recommendations/solutions to address issues
- Capture lessons learned and share info with fellow EOAs



# AFTER DEPLOYMENT

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- **Share lessons learned - use info as the basis for conducting future training**
- **Review training course materials & update based on need**
- **Use experiences to justify additional resources (personnel, vehicles, automation equip, etc.)**



# HELPFUL AGENCIES

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- **AAFES** – Posters for Observances (Hispanic Heritage, Native American, etc.); Food & beverages in support of functions; Gifts for guest speakers
- **MWR** – Movies (Latino, African-American, etc.); Facilities (fest tents, meeting rooms); Decorations
- **PAO** – Internal communication tools and media coverage (to include print & broadcast networks)
- **Civilian contractors** – ethnic meals in the dining facilities
- **Inspector General** – can pool resources (personnel, facilities) to accomplish the mission



# OBSERVATIONS

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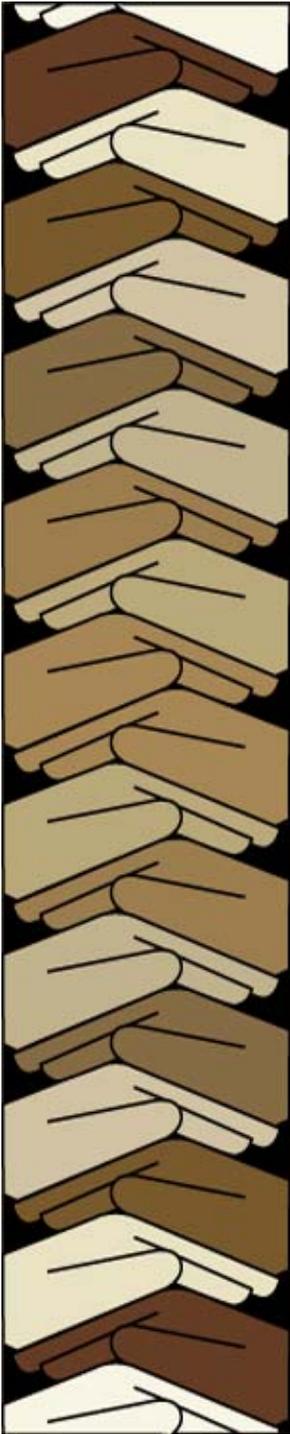
- **Must be familiar with EO procedures for the other Services**
- **Sexual harassment was the most prevalent issue (Active, Guard & Reserve components)**
- **Disparaging comments occurred based on duty-status (Active, Guard, Reserve)**
- **Command climate surveys were an excellent preventative tool (issues that exist at home base/post/ship will exist on deployment)**
- **Units that routinely conducted EO training were able to successfully resolve issues at the lowest level**



# OBSERVATIONS

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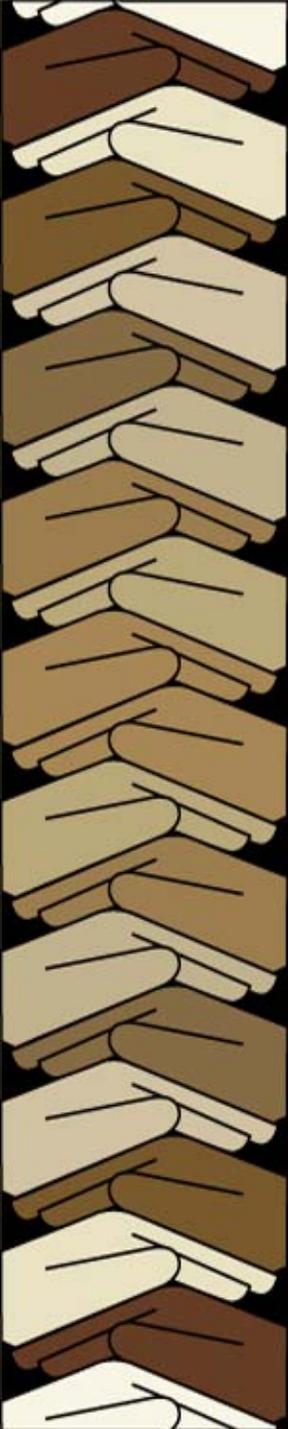
- **EO is the Commander's program – be productive in whatever capacity the Commander chooses**
- **Be imaginative/creative when faced with resolving a challenge**
- **EORs are invaluable tools**
  - **remote sites (you can't be everywhere)**
  - **ensure these positions are filled**
  - **utilize Guard/Reserve**
- **Your training has prepared you for the mission**



# **PROGRAM MANAGER EXPECTATIONS OF EOAs**

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- **Be enthusiastic about your duties/responsibilities**
- **Be creative**
- **Establish a positive rapport with your command team and subordinate command teams**
- **Ensure that you are included in staff meetings**
- **Provide coaching/mentoring to EORs within your unit**
- **Keep the Program Manager informed**



# **EOA EXPECTATIONS OF PROGRAM MANAGERS**

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- **Be committed to the EO Program**
- **Establish and nurture a strong, healthy EO Office**
- **Understand the EOA's responsibilities and obligations**
- **Organize and participate in team-building activities**
- **Facilitate the working relationship between the Commander and EOA**
- **Develop strategies to get EOAs involved in day-to-day operations**
- **Mentor and provide professional leadership**



# CONCLUSION

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***EO = READINESS***  
***(in peace and war)***

