EQUAL OPPORTUNITY
IN
SUPPORT OF DEPLOYMENTS

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FOREWORD

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

• Before, During and After Operations
• Helpful Agencies in Theater
• Observations
• Program Manager Expectations of EOA
• EOA Expectations of Program Manager
• Conclusion
BEFORE DEPLOYMENT

• 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, identify units that will be attached to your organization (Are EO reps present in each organization?)
BEFORE DEPLOYMENT

• 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
DURING DEPLOYMENT

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

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

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

• 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

- **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

• 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

• 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

- 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

- 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

EO = READINESS
(in peace and war)