

Effective 31 July 2005

Personnel—General

Equal Opportunity Action Plan

For the Commander:

FREDDIE N. BLAKELY
Colonel, GS
Chief of Staff

Official:

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Assistant Chief of Staff, G-6

History. This regulation revises USAREC Reg 600-16 which is effective 31 July 2005.

Summary. This regulation identifies and establishes specific United States Army Recruiting Command program objectives, responsibilities, and policies that contribute to racial harmony of Soldiers and provides a framework for actions designed to bring minorities and women into the mainstream and eliminate institutional inequities.

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Glossary

1. Purpose

This regulation identifies and establishes specific United States Army Recruiting Command (USAREC) program objectives, responsibilities, and policies that contribute to racial harmony of Soldiers and provides a framework for actions designed to bring minorities and women into the mainstream and eliminate institutional inequities.

2. References

For required and related publications and referenced forms see appendix A.

3. Explanation of abbreviations and terms

Abbreviations and special terms used in this

Applicability. This regulation is applicable commandwide to all military personnel and civilian supervisors of military personnel. The management and reporting responsibilities directed herein are confined principally to commands reporting directly to this headquarters.

Proponent and exception authority. The proponent of this regulation is the Assistant Chief of Staff, G-1. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority, in writing, to the deputy within the proponent agency in the grade of lieutenant colonel or civilian equivalent.

Army management control process. This regulation contains management control provisions in accordance with AR 11-1 but does not identify key management controls that must be

regulation are explained in the glossary.

4. Policy

a. There will be no discrimination within the command because of race, national origin, color, religion, or gender.

b. In processing Armed Forces applicants, all members of the command will indicate by their words and deeds that each individual is a unique, important person.

c. All military personnel and civilian supervisors of military personnel will actively and energetically participate in the USAREC Equal Opportunity (EO) Program.

d. Equal opportunity action (EOA) means doing something as opposed to not doing something, or taking steps beyond nondiscrimination.

5. Objectives

Actions directed herein are designed to:

a. Provide opportunity and encouragement for the growth and effective use of the capabilities of all USAREC members and facilitate the achievement of total EO.

b. Develop all military and civilian personnel to the limits of their talents and ambition.

c. Correct structural imbalances to provide representative participation of minority and female military in all USAREC skill areas.

d. Establish a system for total assessment of the USAREC EO Program.

e. Require subordinate organizations to analyze their own EO efforts at least quarterly.

evaluated.

Supplementation. Supplementation of this regulation is prohibited.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCPER-EO, 1307 3rd Avenue, Fort Knox, KY 40121-2726.

Distribution. Distribution of this regulation has been made in accordance with USAREC Pam 25-30, distribution B. This regulation is published in the Recruiting Company Operations and Administration UPDATE. This regulation is also available electronically and can be found on the Command Enterprise Portal.

6. Organization

Appendix B contains directed actions and is divided into three sections.

a. Section I, EO Program.

(1) Appointive recruiting position.

(2) Recruiter relief.

(3) Awards.

(4) Administrative separations.

b. Section II, EO Education and Training Program.

(1) EO education and training.

(2) USAREC information media.

c. Section III, Assessment. This part includes format and instructions for USAREC Form 322 (Equal Opportunity Statistical Report).

7. Responsibilities

a. Directors and special staff section chiefs of Headquarters, United States Army Recruiting Command (HQ USAREC) will:

(1) Be proponent of actions directed at appendix B, as indicated in the figures.

(2) Execute this plan within their respective directorate or special staff section.

b. Assistant Chief of Staff, G-1, will:

(1) Coordinate this plan with subordinate units, Department of the Army EO officials, and other directorates within USAREC.

(2) Perform overall assessment actions and recommend changes as required.

c. Recruiting brigade (Rctg Bde) commanders will:

(1) Implement this regulation in their respec-

*This regulation supersedes USAREC Regulation 600-16, 13 December 1989.

tive commands.

(2) Formulate an Equal Opportunity Action Plan (EOAP) and forward a copy to HQ USAREC, ATTN: RCPER-EO, 1307 3rd Avenue, Fort Knox, KY 40121-2726, not later than 90 days after the effective date of this regulation.

(3) Conduct staff visits as required to provide guidance, assistance, and to measure the EO environment and compliance with program directives.

(4) Process all EO complaints in accordance with AR 600-20 and USAREC Suppl 1 thereto and take appropriate actions.

(5) Perform an overall EO Program assessment utilizing quarterly reports, making changes as appropriate.

d. Headquarters Commandant, HQ USAREC, will issue supplementary instructions to comply with actions directed in this regulation.

8. Reports

Proponent agencies must bear in mind that review and analysis is completely dependent on accurate reporting.

a. Commanders reporting directly to this headquarters, to include Headquarters Commandant, HQ USAREC, will prepare USAREC Form 322 as shown in appendix B, and forward to HQ USAREC, ATTN: RCPER-EO, to arrive not later than 30 days following the completion of each quarter.

b. Directors and special staff section chiefs of this headquarters will report quarterly by memorandum to HQ USAREC, ATTN: RCPER-EO, on actions taken in support of this regulation in their respective areas of responsibility as designated in the figures of appendix B. Reports are due not later than 30 days following the end of each quarter.

Appendix A
References

Section I
Required Publication

AR 600-20 with USAREC Suppl 1 thereto
Army Command Policy. (Cited in para 7c(4).)

Section II
Related Publications

AR 680-29
Military Personnel - Organization and Type of
Transaction Codes.

DA Pam 350-20
Unit Equal Opportunity Training Guide.

DA Pam 600-26
The Department of the Army Affirmative Action
Plan.

Section III
Referenced Forms

DA Form 638
Recommendation for Award.

USAREC Form 322
Equal Opportunity Statistical Report.

Appendix B Equal Opportunity Actions Requirements

Section I EO Program

B-1. General

America's pluralistic society, characterized by a cross section of diverse, racial, ethnic, and religious identities is reflected in the composition of the command. All Soldiers expect and are entitled to, by law, a working environment and an opportunity for advancement that is unrelated to race, national origin, color, religion, or gender but rather their talent and ambition commensurate with the needs of the organization. USAREC EOAs are being focused on:

- a. Correcting structural deficiencies.
- b. Identifying and eliminating institutional discrimination.
- c. Providing upward mobility opportunity for all personnel, to the limits of their talent and ambition.

B-2. Format

Listed in figures B-1 through B-4 are a series of EOAs that relate directly to the establishment of a climate which promotes fair treatment of all members of the command. Each action identifies a positive means by which an existing deficiency or inequity can be eliminated. Of particular importance is the milestone and timetable schedule which provides means for measuring progress. Proponent agencies for each planned action are responsible for the evaluation of milestones and timetable progress.

Section II EO Education and Training Program

B-3. General

While the Army in many ways has served as a pioneer in combating racial discrimination, it continues to experience some of the effects of the racially motivated divisiveness which today confronts our society. Racial harmony and unit cohesion is so important to mission accomplishment that full-time EO staff members are assigned to HQ USAREC and Rctg Bdes. Additional duty EO personnel are appointed at the recruiting battalion level. Training for additional duty personnel is conducted at United States Army Training and Doctrine Command and United States Army Forces Command supporting installations and by the USAREC EO staff. Additional duty EO personnel will assist local commanders in conducting unit training.

B-4. USAREC EOAs

USAREC EOAs in EO training will emphasize:

- a. Army policies on EO, EOAs, and sexual harassment.
- b. Objectives of the Army EO Program.
- c. Behavioral characteristics and other indicators of EO problems.
- d. The impact of individual and institutional discrimination on mission accomplishment.

e. Identifying and countering sexual harassment.

f. Legal consequences applicable to individuals participating in acts of sexual harassment.

g. Individual responsibilities concerning EO and prevention of sexual harassment.

h. The importance of honest and open interpersonal communications in promoting a healthy EO climate.

i. USAREC EO complaint procedures.

B-5. Format

Figures B-5 and B-6 are a series of planned actions which support the USAREC EOAP training objectives. The milestone and timetable schedule remains important. Proponent staff agencies and subordinate commanders are responsible for evaluating milestone and timetable progress for each planned action.

Part III Assessment

B-6. General

Assessment is conducted continuously at each command level in order to direct management attention and assets to the critical needs of this plan.

B-7. Format

At HQ USAREC, assessment is made through USAREC Form 322 (see fig B-7) and the reports of the USAREC directors and special staff section chiefs.

B-8. Specific instructions

Commanders reporting to HQ USAREC will consolidate USAREC Forms 322 quarterly of subordinate units and forward this consolidated report to HQ USAREC, ATTN: RCPER-EO. The Remarks portion with continuation sheets as required, will be used to narratively report specific actions taken, achievements, difficulties, and other such information deemed pertinent by the commander to accurately portray that command's program.

EQUAL OPPORTUNITY ACTION PLANS						
Subject: Appointive Recruiting Positions				Number: 1		
Goal: To increase minority and gender representation in 79R appointive positions by canvassing subordinate units of all personnel eligible.						
Background: Nominative positions should be available and individuals selected without regard to race, national origin, color, religion, or gender.						
OBJECTIVES/MILESTONES	TIMETABLE AND REPORTING SCHEDULE					
	FY04	FY05	FY06	FY07		
1. Develop, review, or modify written criteria for 79R appointive recruiting positions.	Quarterly	Quarterly	Quarterly	Quarterly		
2. Publish all 79R vacancies in appointive positions and disseminate throughout the command down to recruiting station level.	Quarterly	Quarterly	Quarterly	Quarterly		
3. Provide a report of EOAP goal progress to HQ USAREC, ATTN: RCPER-EO, for the quarter.	Quarterly	Quarterly	Quarterly	Quarterly		
Proponent: Assistant Chief of Staff, G-1						

Figure B-1. EOAP (appointive recruiting positions)

EQUAL OPPORTUNITY ACTION PLANS						
Subject: Recruiter Relief				Number: 2		
Goal: Develop and monitor information system for reporting and analyzing recruiter relief data.						
Background: Recruiter relief actions must be administered with regard solely to the merits of individual cases rather than race, national origin, color, religion, or gender of those involved.						
OBJECTIVES/MILESTONES	TIMETABLE AND REPORTING SCHEDULE					
	FY04	FY05	FY06	FY07		
1. Report data by race and ethnic group, and gender on the following categories of relief action: a. Ineffective (transitional training and evaluation). b. Ineffective. c. Unsuitable. 2. Analyze data to identify variances based on race and ethnic group or gender, ascertain causes if the above mentioned groups received a disproportionate number. (Appropriate action should be taken if dual standards exist.)	Quarterly	Quarterly	Quarterly	Quarterly		
	Quarterly	Quarterly	Quarterly	Quarterly		
Proponent: Assistant Chief of Staff, G-1 -- 1a and 1b; Assistant Chief of Staff, G-3 -- 1c.						

Figure B-2. EOAP (recruiter relief)

EQUAL OPPORTUNITY ACTION PLANS						
Subject: Awards					Number: 3	
Goal: Develop and monitor information system for reporting and analyzing award recommendations and approvals.						
Background: Awards must be submitted based solely on the merits of the individual without regard to race, national origin, color, religion, or gender of those involved.						
OBJECTIVES/MILESTONES	TIMETABLE AND REPORTING SCHEDULE					
	FY04	FY05	FY06	FY07		
<p>1. Maintain statistical data on all awards recommended and/or approved by race, gender, and grade. DA Form 638 (Recommendation for Award) will be annotated on upper right margin with reporting code, ethnic data code, and gender as listed in glossary.</p> <p>2. Analyze data to identify variances based on race and ethnic group or gender, ascertain causes if the above mentioned groups received a disproportionate number.</p> <p>(Appropriate action should be taken if dual standards exist.)</p>	Quarterly	Quarterly	Quarterly	Quarterly		
	Quarterly	Quarterly	Quarterly	Quarterly		
Proponent: Assistant Chief of Staff, G-1						

Figure B-3. EOAP (awards)

EQUAL OPPORTUNITY ACTION PLANS						
Subject: Administrative Separations					Number: 4	
Goal: Develop and monitor an information system for reporting and analyzing administrative separations.						
Background: Soldiers should not receive adverse administrative separations at a rate that is higher than their representation within the unit.						
OBJECTIVES/MILESTONES	TIMETABLE AND REPORTING SCHEDULE					
	FY04	FY05	FY06	FY07		
1. Maintain statistical data on all administrative separation actions initiated and/or approved by race, gender, and grade. 2. Analyze data to identify variances based on race and ethnic group or gender, ascertain causes if the above mentioned groups received a disproportionate number. (Appropriate action should be taken if dual standards exist.)	Quarterly	Quarterly	Quarterly	Quarterly		
	Quarterly	Quarterly	Quarterly	Quarterly		
Proponent: Assistant Chief of Staff, G-1						

Figure B-4. EOAP (administrative separations)

EQUAL OPPORTUNITY ACTION PLANS						
Subject: EO Education and Training					Number: 5	
Goal: Ensure that EO education and training continues.						
Background: EO training should continue to emphasize commonalities between people of all ethnic backgrounds, both genders, and concentrate on the elimination of dissatisfiers within the work environment.						
OBJECTIVES/MILESTONES	TIMETABLE AND REPORTING SCHEDULE					
	FY04	FY05	FY06	FY07		
1. Appoint EO representatives for positions commandwide.	Sustaining	Sustaining	Sustaining	Sustaining		
2. Conduct annual training seminars for subordinate EO representatives.	Annually	Annually	Annually	Annually		
3. Require subordinate units to schedule and conduct EO training so that it can be monitored and inspected in the same manner as other training in accordance with DA Pam 350-20.	Sustaining	Sustaining	Sustaining	Sustaining		
Proponent: Assistant Chief of Staff, G-1						

Figure B-5. EOAP (EO education and training)

EQUAL OPPORTUNITY ACTION PLANS						
Subject: USAREC Information Media					Number: 6	
Goal: To eliminate sexist language and sex-role stereotyping in USAREC-produced materials.						
Background: Language reflects the prevailing cultural attitudes toward women. USAREC-produced materials must not contain sexual language or sex-role stereotyping.						
OBJECTIVES/MILESTONES	TIMETABLE AND REPORTING SCHEDULE					
	FY04	FY05	FY06	FY07		
1. Implement the use of nonsexist language in all USAREC information media, instructional materials, and periodicals. 2. Develop, review, or modify policies that eliminate sex-role stereotyping in photography, cartoons, and other visual graphic art.	Sustaining	Sustaining	Sustaining	Sustaining		
	Sustaining	Sustaining	Sustaining	Sustaining		
Proponent: Assistant Chief of Staff, G-5						

Figure B-6. EOAP (USAREC information media)

RCS: USARCPER-19-R3	EQUAL OPPORTUNITY STATISTICAL REPORT	For use of this form see USAREC Suppl 1 to AR 600-20
TO: Cdr, HQ USAREC, ATTN: RCPER-EO, 1307 3rd Avenue, Fort Knox, KY 40121-2726	FROM: Cdr, US Army 7th Rctg Bde, ATTN: RCNW-EO, Fort Wayne, IN 61601-3190	AS OF DATE: 31 Mar 05

PART 1. ACTIVE DUTY OFFICERS ASSIGNED

GRADE	WHITE		BLACK		HISPANIC		ASIAN PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE		OTHER UNKNOWN		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
GENERAL														
COLONEL (O6)			1										1	
LIEUTENANT COLONEL (O5)	4	1	1	1	2		1				1		8	3
MAJOR (O4)	5	2	2		1	2			1		2		11	4
CAPTAIN (O3)	18	3	8	1	2	1	2	1	1		1		32	6
LIEUTENANT (O1/O2)	2		3								1		6	
WARRANT OFFICER														
(A) TOTAL OFFICERS	29	6	15	2	5	3	3	1	2		4	1	58	13

PART 2. ACTIVE DUTY ENLISTED ASSIGNED SUPPORT PERSONNEL (NON 79R)

SERGEANT MAJOR (E9)														
MASTER SERGEANT (E8)	2		1			1					1		4	1
SGT FIRST CLASS (E7)	8	3	1	2									9	5
STAFF SERGEANT (E6)	6	1	3	1	3				1		2		13	4
SERGEANT (E5)	5	2	5	2		2					1		11	6
E4-E1	2	1	1	1	1								4	2
TOTAL	23	7	11	6	4	3			1		2	2	41	18

PART 3. ACTIVE DUTY RECRUITERS ASSIGNED (DETAIL AND 79R)

SERGEANT MAJOR (E9)	8	1	3		1								12	1
MASTER SERGEANT (E8)	16	2	9		2		1				2		30	2
SGT FIRST CLASS (E7)	68	12	41	7	5	1			1		6		121	20
STAFF SERGEANT (E6)	79	4	56	3	3		2	1			12	1	152	9
(E5 AND BELOW)	47	6	18	1		1			1		33		69	8
TOTAL RECRUITERS	218	25	127	11	11	2	3	1	2		23	1	384	40
(B) TOTAL ENLISTED	241	32	138	17	15	5	3	1	3		25	3	425	58

USAREC Fm 322-R-E, Rev 1 Jun 97 (Previous editions are obsolete)

V1.00

Figure B-7. Sample of a completed USAREC Form 322

PART 4. USAR OFFICERS ASSIGNED

GRADE	WHITE		BLACK		HISPANIC		ASIAN PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE		OTHER UNKNOWN		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
GENERAL														
COLONEL (O6)														
LIEUTENANT COLONEL (O5)														
MAJOR (O4)			1		1						1		3	
CAPTAIN (O3)	4	1		2	1	1						1	5	5
LIEUTENANT (O1/O2)														
WARRANT OFFICER														
(C) TOTAL OFFICERS	4	1	1	2	2	1					1	1	8	5

PART 5. USAR ENLISTED ASSIGNED

SERGEANT MAJOR (E9)														
MASTER SERGEANT (E8)	12	1	1										13	1
SGT FIRST CLASS (E7)	20	6	14	1		1			1		2		38	8
STAFF SERGEANT (E6)	10	1	3		1		1				1	1	16	2
(E5 AND BELOW)	14	2	1	1									15	3
(D) TOTAL RECRUITERS	56	10	19	2	1	1	1		1		3	1	81	14

PART 6. NONPUNITIVE ADMINISTRATIVE ACTIONS

RELIEF ACTIONS														
UNSUITABILITY	5			1	1					1			7	1
INEFFECTIVENESS		5	2					1			1	1	3	7
INEFFECTIVE NEW RECRUITER PROGRAM														
RELIEF ACTIONS TOTAL	5	5	2	1	1			1	1		1	1	10	8
ADMINISTRATIVE SEPARATIONS	1	1	1										2	1

PART 7. MILITARY JUSTICE (UCMJ ACTIONS)

ARTICLE 15	5		1	1	1	2							7	3
SUMMARY CM	1												1	
SPECIAL CM														
GENERAL CM														

Figure B-7. Sample of a completed USAREC Form 322 (Continued)

PART 8. REPRESENTATION IN COMMAND AND STAFF POSITIONS

GRADE	WHITE		BLACK		HISPANIC		ASIAN PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE		OTHER UNKNOWN		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
BN COMMANDER	3	1	1	1	2		1					1	7	3
BN CSM	1												1	
BN SGM	6	1	2		1								9	1
COMPANY COMMANDER	14	1	7	1	1	1	1	1	1		1		25	4
RECRUITING 1SG	13	1	7		1						1		22	1
STATION COMMANDER	47	10	28	2	2		1				1		79	12
79R IN BN HQ	14	2	6	1	1			1					21	4
79R IN BDE HQ	5	1	4		2		1				2		12	3
79R IN HQ USAREC	61	9	26	3	1								88	12

PART 9. MILITARY AWARDS

LOM RECOMMENDED	2	1	1										3	1
LOM AWARDED	2	1	1										3	1
MSM RECOMMENDED	5		2	1	1				1				9	1
MSM AWARDED	4		2	1	1				1				8	1
ARCOM RECOMMENDED	15	2	8	3	2	1					1		26	6
ARCOM AWARDED	16	2	8	3	2	1					1		27	6
AAM RECOMMENDED	10	1	6	1			1						17	2
AAM AWARDED	10		6	1			1						17	1

REMARKS:

DATE:

10 Apr 05

TYPED NAME, GRADE, TITLE:

JOHN H. SMITH, CPT, AG

SIGNATURE:

/signed/

Figure B-7. Sample of a completed USAREC Form 322 (Continued)

Glossary

Section I

Abbreviations

EO

equal opportunity

EOA

equal opportunity action

EOAP

Equal Opportunity Action Plan

HQ USAREC

Headquarters, United States Army Recruiting Command

Rctg Bde

recruiting brigade

USAREC

United States Army Recruiting Command

Section II

Terms

background

A description of a situation which has been identified as a condition or method of operation within the scope of a given organization or staff which does not totally support higher headquarters policy, or the continued existence of such conditions and policies which do not ensure the unbiased, equal treatment of all people. The background should reflect facts and, if available, statistical data.

discrimination

Any action which unlawfully or unjustly results in unequal treatment of a person or group of persons based upon distinctions which are not supported by legal or rational considerations.

equal opportunity

Equal evaluation, consideration, and treatment based on merit, fitness, and capability without regard to race, national origin, color, religion, or gender.

Equal Opportunity Action Plan

A comprehensive management document which requires quantified goals and timetables from all Army organizations, units, agencies, and activities down to Rctg Bde or equivalent level designed to achieve EO for all military personnel.

equal opportunity actions

Actions designed to:

- Correct the effects of institutional discriminatory policies and practices.
- Prevent personal and institutional discrimination.
- Provide career development and upward mobility for all qualified personnel regardless of race, color, national origin, religion, or gender.
- Provide mechanisms which require com-

manders and functional managers to introspectively review all aspects of their personnel operation.

ethnic and racial designations

The following display of racial and ethnic designations provides the standard classifications for data collection and reporting of information required in the annual narrative and statistical report. These designations should not be interpreted strictly along scientific or anthropological lines; rather, they have been developed in response to the legitimate needs of minorities, the Department of Defense, and the Army (source AR 680-29).

EOAP DESIGNATION REPORTING CODE

White	C
Yellow	M
Black	N
Red	R
Other	X
Unknown	Z

ETHNIC DATA CODE MEANING

1	Other Hispanic descent; persons of Spanish extraction not delineated as Mexican, Puerto Rican, Cuban, Latin American
2	US/Canadian Indian Tribes
3	Other Asian descent; persons of Asian descent not delineated separately as Chinese, Japanese, Korean, Indian, Phillipino, Vietnamese
4	Puerto Rican
5	Phillipino
6	Mexican
7	Eskimo; does not include Aleut
8	Aleut
9	Cuban
D	Indian; persons from India and their descendants
E	Malanesian
G	Chinese
J	Japanese
K	Korean
L	Polynesian
Q	Other Pacific Island descent; persons from the Pacific Islands and their descendants not delineated separately as Melanesian, Micronesian, Polynesian
S	Latin American with Hispanic descent; persons from Central and South America and their descendants who have Spanish heritage
V	Vietnamese
W	Micronesian
X	Other; a member of an ethnic group not included above
Z	Unknown

goal

A statement of intent on the part of the commanders and represents a desired end-state to be attained with the accomplishment of supporting objectives and milestones.

institutional discrimination

Treatment of individuals in an organization which:

- Is correlated with race, national origin, color, religion, or gender.
- Results from the normal functioning of the organization.
- Operates to the consistent disadvantage of a particular group.

minority

Any segment of society which possesses common characteristics significantly different from that of the general population.

objectives and milestones

- Are arranged in a timetable format to facilitate management effort. They are not ceilings, nor are they base figures which are to be reached at the expense of requisite qualifications. EOAs are not quotas.
- Are realistic and attainable with "good faith" effort, time phased, measurable, and within the span of control or responsibility of the commander who will sign the EOAP.
- Development responsibility and accountability for EOA goals will be with the command or staff agency functional managers or proponents with the resources and authority to control or influence the outcome of specific EOAs.

proponent

Must reflect a specific agency designated for each EOAP goal. That agency must logically have the inherent responsibility for that goal as described in applicable directives.

timetable and reporting schedule

Used in conjunction with primary monitoring tools for the EOAP reports. The timetable and reporting schedule may use fiscal or calendar year requirements for its timetable and the reporting schedule may be expressed in quarters or in specific day, month, and year (most desirable). Higher headquarters dates are suspense dates to subordinates.