

US ARMY EUROPE

STRONG SOLDIERS. STRONG TEAMS!



FY11 Annual Report under EEOC Management Directive (MD) 715, the Roadmap for a Model EEO Program

17 November 2011

**US ARMY EUROPE
EQUAL EMPLOYMENT OPPORTUNITY OFFICE**



DEPARTMENT OF THE ARMY
UNITED STATES ARMY EUROPE
UNIT 29351
APO AE 09014-9351

AEAGA-EEO

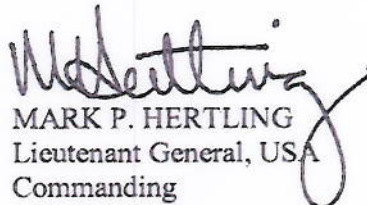
12 DEC 2011

MEMORANDUM FOR Office of the Assistant Secretary of the Army, Manpower and Reserve Affairs (SAMR-DL), 111 Army Pentagon, Washington, DC 20310-0111

SUBJECT: Fiscal Year (FY) 2011 Annual Report Under Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715, The Roadmap for a Model EEO Program

1. Reference memorandum, Office of the Assistant Secretary of the Army, SAMR-DL, 5 October 2011, subject as above.
2. Enclosed is the subject report for the United States Army Europe.

Encl


MARK P. HERTLING
Lieutenant General, USA
Commanding

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715-01 Part A - D

For period covering October 1, 2010, to September 30, 2011.					
PART A Department or Agency Identifying Information	1. Agency		Department of Defense		
	1.a. 2 nd level reporting component		Department of the Army		
	1.b. 3 rd level reporting component		US Army Europe		
	1.c. 4 th level reporting component				
	2. Address		Unit 29531, ATTN: AEAGA-EEO		
	3. City, State, Zip Code		APO AE -- 09014-9351		
	4. CPDF Code	5. FIPS Code	ARE1	8840	
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1,896	
	2. Enter total number of temporary employees			47	
	3. Enter total number employees paid from non-appropriated funds			0	
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			1,943	
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		LTG Mark P. Hertling, CDR USAREUR		
	2. Agency Head Designee		Larry D. Gottardi, Deputy Chief of Staff, G1		
	3. Principal EEO Director/Official Official Title/series/grade		Ernestine R. Moya, EEO Director, GS-14		
	4. Title VII Affirmative EEO Program Official		Ernestine R. Moya, EEO Director, GS-14		
	5. Section 501 Affirmative Action Program Official		Rafael J. Reyes, EEO Manager, GS-13		
	6. Complaint Processing Program Manager		Rafael J. Reyes, EEO Manager, GS-13		
	7. Other Responsible EEO Staff				
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)			CPDF and FIPS Codes	
	HQ USAREUR			ARE1	
	V Corps			ARE5	
	21st Theater Sustainment Command			ARE2	
	Joint Multinational Training Center			AREN	
EEO FORMS and Documents Included With This Report					

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*Executive Summary [FORM 715-01 PART E], that includes:		*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	x
Brief paragraph describing the agency's mission and mission-related functions	x	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential	x
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	x	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	x
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	x	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	x
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	x	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	x
Summary of EEO Plan action items implemented or accomplished	x	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues.	x
*Statement of Establishment of Continuing Equal Employment Opportunity Programs[FORM 715-01 PART F]	x	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	x
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	x	*Organizational Chart	x

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715-01 Part E

FY11 EXECUTIVE SUMMARY

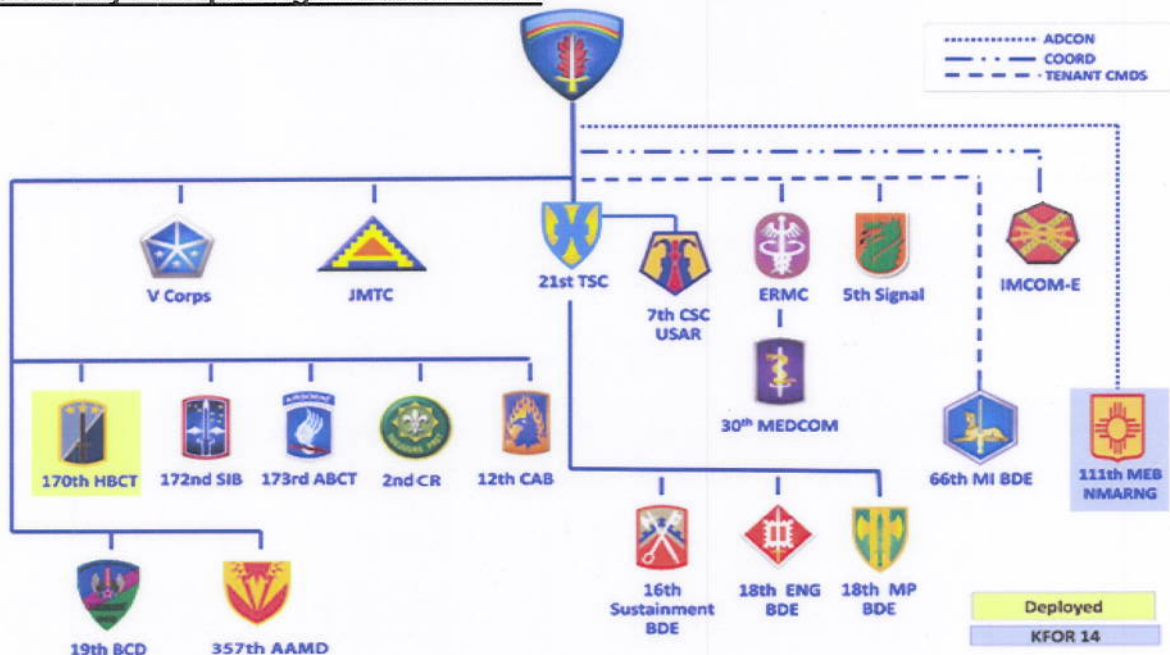
US Army Europe (USAREUR) Mission Statement

US Army Europe trains and leads Army Forces in support of the US European Command (EUCOM) and Headquarters, Department of the Army (HQDA) by:

- Training and preparing full spectrum capable forces for global employment.
- Strengthening alliances and building partner capacity through synchronized Theater Security Cooperation activities.
- Providing Army Service Component Command and Title 10 support, Army Support to Other Services, Executive Agent delegations, and Lead Service responsibilities, as required.
- Continually seeking to improve the readiness and quality of life of our Soldiers, Army Families and civilian workforce by sustaining and fulfilling Army Family Covenant objectives.
- Providing the Commander Europe (COMEUR) with a deployable contingency command post and headquarters capable of short notice deployment to fulfill emergent JTF HQs requirements.

Further information on United States Army Europe's mission and structure can be found at <http://www.hqusareur.army.mil/default.htm>.

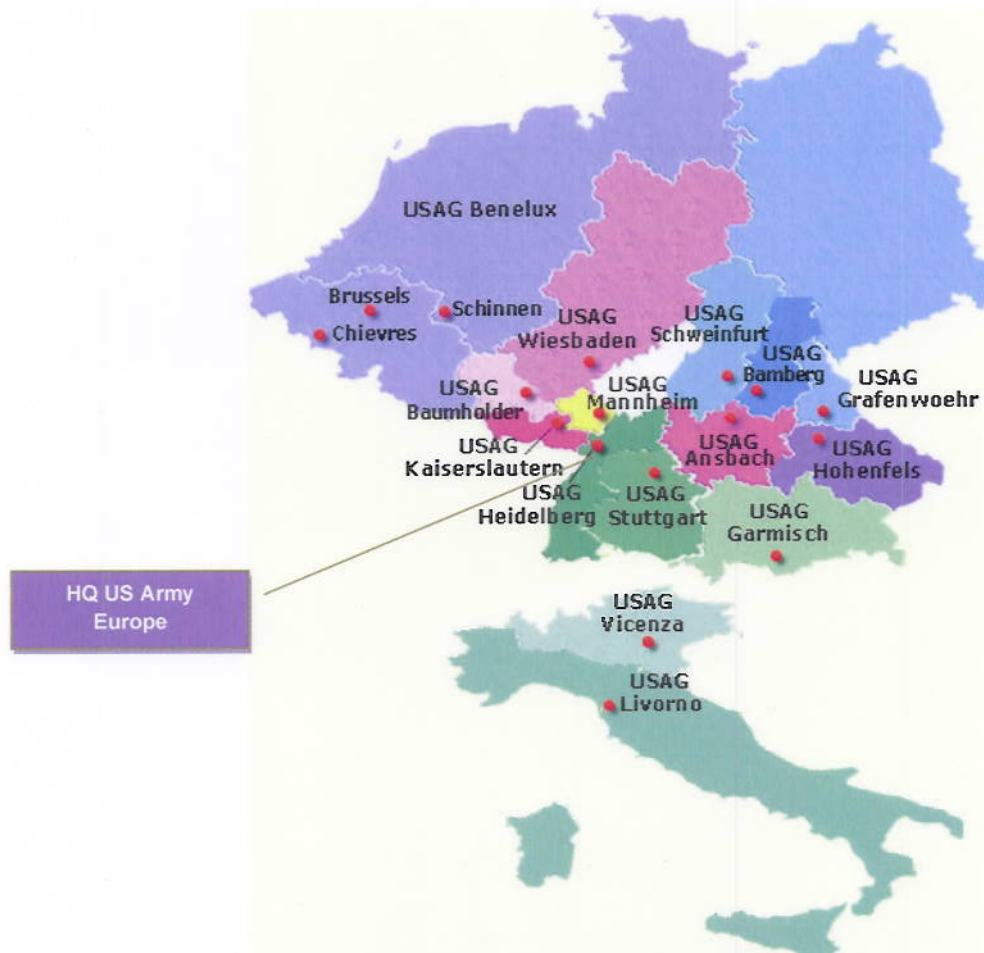
US Army Europe Organization Chart



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Introduction

Lieutenant General Mark P. Hertling commands the US Army Europe (USAREUR) located in Heidelberg, Germany. USAREUR maintains a force of military, civilian and host nation employees throughout Europe and the Middle East. Individuals are employed in multiple career fields from complex engineering professions to technical support ranging in grades from the Senior Executive Service to junior General Schedule and Wage Grades. USAREUR activities are located in a variety of locations in Europe and the Middle East including Germany, Italy, Belgium, the Netherlands, Romania, Bulgaria, Turkey, Kosovo, Bosnia, Iraq, Afghanistan, and others.



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As a forward based land component, USAREUR demonstrates national resolve and strategic leadership by assuring stability and security, and leading joint and combined forces in support of the Combatant Commander. USAREUR, supporting the operational contingencies overseas, global rebasing and restructuring initiatives, while ensuring continuous emphasis on theater security requirements which span a 91-country area of responsibility, has presented significant work force challenges in managing personnel.

With ongoing Army transformation, increased demands on organizations and employee expectations, it is imperative that USAREUR strategically position itself to recruit, attract, develop, advance and retain a high quality diverse workforce capable of delivering exceptional mission support services. The ability of USAREUR to provide services and meet the complex needs of our diverse population is dependent upon the dedicated leadership of senior commanders, directors, managers, supervisors and the committed hard work and contributions of the valuable men and women of USAREUR.

The USAREUR leadership fully supports the readiness of our Army and the Army's transformation while simultaneously providing the best quality of life possible for our Soldiers, civilians and their Families. The Model Equal Employment Opportunity (EEO) Program (Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715) complies with the tenets of the President's Management Agenda to reform and rethink workforce planning and restructuring as a part of strategically managing our human capital. Under the guidelines of the MD 715, USAREUR regularly examines employment policies and practices to identify and remove barriers that impede free and open competition in the workplace for all employees. Compliance is observed through demonstrated commitment from USAREUR leadership, integration of EEO into USAREUR's strategic mission, management and program accountability, efficiency, responsiveness, legal compliance, and proactive prevention of unlawful discrimination.

Under Lieutenant General Hertling's direction and leadership, USAREUR is committed to the principles of EEO. Commanders, directors, managers, supervisors, and Human Resources/EEO officials involved in the personnel management process share responsibility for the successful implementation of a Model EEO program. EEO goals and objectives include, but are not limited to eradicating the perception of discrimination in the employment processes, i.e., review for fair hiring practices, consistent use and application of awards system, and appropriate use of disciplinary process, consideration of assignment/details/upward mobility opportunities. USAREUR EEO policy statements are at <https://www.aeaim.hqusareur.army.mil/library/ltr/cincpoli/index-cg.shtm>.

The command has accomplished a number of initiatives in support of the workforce during FY11. Initiatives highlights follow:

- USAREUR uses USAJOBS to post vacancy announcements on-line. The link is provided to the US Department of Veterans Affairs, the Office of Personnel Management (OPM), and service organizations to assist with the recruitment and employment process. Minority group members, women, individuals with disabilities and disabled veterans interested in employment with USAREUR

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submit their resumes for positions filled through an automated referral system. USAJOBS maintain links to organizations that provide transition assistance, civilian employment preparation assistance, job announcements, etc. The European Civilian Personnel Advisory Center (CPAC) has authority to operate a delegated examining unit to ensure that qualified disabled individuals/veterans are referred for available positions.

- USAREUR partners with education centers in Europe, the Army Community Service (ACS), and colleges and universities to provide information on employment and development programs. By partnering with these organizations, information is disseminated to a wider audience, ensuring greater possibilities for future employment opportunities, training, and networking for minorities, women, individuals with disabilities and disabled veterans. USAREUR networks with various veterans organizations in Europe to provide information on employment opportunities, transition assistance, how to apply for jobs, working and living in Europe, writing resumes, interviewing techniques, etc. In addition, the USAREUR EEO website maintains employment information for disabled veterans. Veterans' organizations in Europe distribute information brochures regarding employment opportunities with the US Army in Europe.
- The USAREUR webpage utilizes a Directory of Services and Resources which include education web sites such as Military Assistance Programs, Military Family Resource Centers, Military Pay and Entitlements, Veterans Preference, Health Care, Disabled Soldiers Support System Initiative, and the Veterans' Information Service.
- The Army in Europe maintains/retains a vast number of services and resources in support of the diverse workforce and family members to include American Forces Network (AFN) (television and radio programs), recreation centers throughout Europe, social services, self-help organizations such as Alcoholics Anonymous, arts and crafts, auto skills centers, Boy and Girl Scouts, various religious services/churches, child development centers, child and youth services, clubs, grocery stores, shopping centers, community centers, community support groups, counseling centers/services, crisis hotlines, schools, education centers/colleges, educational and developmental intervention services, family advocacy services, child care, family support centers, fitness centers, flexible work hours, health care facilities, legal assistance, libraries, movie theaters, new parent support programs, outdoor recreation services, skills development centers, sports shops, tax preparation, and youth activities among others mentioned in this summary.
- Transition assistance offices in Europe provide information on the Disabled Transition Assistance Program (DTAP), which is an integral component of transition assistance that involves intervention on behalf of service members who

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may be released because of a disability or who believe they have a disability qualifying them for the US Department of Veterans Affairs (VA) [Vocational Rehabilitation and Employment Program](#). The goal of DTAP is to encourage and assist potentially eligible service members in making informed decisions about the VA's Vocational Rehabilitation and Employment Program. It is also intended to facilitate the expeditious delivery of vocational rehabilitation services to eligible persons by assisting them in filing an application for vocational rehabilitation benefits.

- Information on the DA Wounded Warrior Program (AW2) is provided on USAREUR websites and in various forums. This program provides its severely disabled Soldiers and their Families with a system of advocacy and follow-on support to assist them as they transition back to military service or into the civilian community. The Wounded Warrior Entitlement Handbook is available on the USAREUR G1 webpage. More information on AW2 is available at <https://www.aw2.amy.mil/index.html>.
- Commanders, senior executives and managers are involved in all phases of recruiting and establishing processes for recruiting and retaining a high-quality workforce. USAREUR tasks commanders to link outreach and other diversity efforts to the performance of managers and supervisors.
- USAREUR issued the Reasonable Accommodation Policy (AE Reg 690-12-5) which provides the reasonable accommodation procedures for individuals/veteran applicants for employment and for employees with disabilities. This is in line with the Army's Reasonable Accommodation Policy. A link to the final Army regulation is included on the USAREUR website. Also, the American with Disabilities Amendment Act (ADA) became effective 1 January 2009. This law constitutes the first legislative change to the nation's landmark disability statute, the ADA of 1990.
- The Exceptional Family Member Program (EFMP) provides services for family members with special needs. USAREUR has representatives on the EFMP Oversight Committee and on the EFMP Working Group. Other members are representatives of the European theater. The committee meets bi-annually to evaluate the status of actions within the EFMP Action Plan. One of those actions is the facility-accessibility task which includes a five-year plan for the garrisons throughout Europe to prioritize a list focusing on entrances, parking, facility accessibility and restrooms for individuals with disabilities.
- During the annual "State of the EEO Program" briefings, supervisors and managers were provided information on employment goals and the need to enhance advancement and training opportunities for minorities, women, and individuals with disabilities/disabled veterans. They were also provided

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information on the special appointment authorities' criteria available for hiring individuals with disabilities. This information is also shared through EEO and supervisory training, local newspaper articles, and is posted on websites.

- Information on the Department of Defense Computer-Electronic Accommodations Program (CAP) is publicized to all employees, managers, and supervisors for their use in analyzing essential job requirements, considering and providing specific equipment and other job accommodation needs. Civilian Personnel Advisory Center (CPAC), EEO Program managers, and medical personnel work with managers and supervisors to restructure jobs and identify reasonable accommodations to help retain/advance employees with disabilities and disabled veterans.

- USAREUR collaborates with the following organizations that provide a variety of services to minorities, women, individuals with disabilities and disabled veterans:

- The ACS provides assistance to Families and communities by developing, coordinating, and delivering services which promote self-reliance, resiliency and stability. These services include job skills training and other employment related services.
- The Army Family Action Plan directs actions to improve the quality of life regarding family programs and entitlements for Army military, civilian, family members, Army Reserve retirees, and the Army National Guard.
- The Family Advocacy Program provides family violence prevention and programs to all United States of America Forces ID cardholders.
- The Financial Readiness Group provides personal financial readiness and consumer affairs prevention and education programs for Soldiers, reserve components, DA civilians and military/civilian family members.
- The Soldier Family and Assistance Center (SFAC) serves in support of the Warrior in Transition Unit (WTU) by providing one-stop service access to services such as transition management, military personnel support, family assistance through ACS, Army education/employment through the Army Career Alumni Program and other service components.
- Civilian Human Resources Agency (CHRA) – Europe, manages all aspects of the human resources life-cycle, from recruiting to retirement through the CPACs located throughout Europe.

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- The Army has a mentor program that is available through Army Knowledge Online (AKO). The program was publicized to the European Diversity Council. The information was provided to the Federal Women's Program, European education centers, ACS, veteran's organizations and Universities of Oklahoma, Maryland, and Phoenix and Central Texas College for dissemination in their communities. Other mentoring programs are offered in various communities throughout Europe.
- USAREUR has a chartered Incentive Awards Review Board to review awards nominations to assure that women, minorities and employees with disabilities and disabled veterans are equitably recognized. Minority group individuals were nominated for and were awarded a number of high level honorary and monetary awards.

The Installation Management Command-Europe (IMCOM-E) provides traditional Base Operations (BASOPS) functions to include; EEO discrimination complaint processing; mediation; POSH training; Special Emphasis Program Management; and conducting Facility Assessment Surveys.

As of 30 September 2011, data contained in this report shows that the US Army Europe Commander has direct command and control of **2056** appropriated and non-appropriated funds civilians.

US Army Europe EEO Mission Statement

The Equal Employment Opportunity Office (EEO) administers and implements an effective EEO Program to achieve and maintain equality of opportunity throughout all phases of employment and promotes a discrimination free work environment through education and technical assistance.

The EEO Program is a Special Staff function under G1. There is a permanent full-time staff of two: an EEO Director, GS-14, and an EEO Manager, GS-13. The EEO Office formulates policy and provides guidance, direction and support to US Army Europe units.

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US Army Europe Model Program Summary

USAREUR conducts its FY11 self-assessment against the MD 715 "Six Essential Elements" of the Model EEO program by comparing FY10 data with the current state of the organization to determine FY11 accomplishments. Elements assessed were:

- Demonstrated Commitment from the Leadership
- Integration of EEO into United States Army Europe's Strategic Mission
- Management and Program Accountability
- Proactive Prevention of Unlawful Discrimination
- Efficiency
- Responsiveness and Legal Compliance.

Annual assessments of the six essential elements, to include identifying strengths and weaknesses and making corrections where warranted, are conducted to ensure employees, customers and applicants for employment serviced by the USAREUR EEO Office receive services consistent with the tenets of the Model EEO Program.

Data Source Tools

Data is obtained from the Defense Personnel Civilian Data System (DCPDS), Business Objects Application (BOXI) and may not reflect actual numbers as some data takes time to be deleted or added to the database (e.g., PCS, LWOP, new employees, resignations, etc.). Also i-Complaints software was used to retrieve complaint statistical data for this report. Comparative data in this report reflects only the information available in the BOXI data base.

USAREUR recruitment initiatives are hampered by several factors as follows

With a pay freeze, budget cutbacks, and hiring restrictions, managers need to concentrate on retaining the best talent they have today. Unwanted attrition generates negative consequences for employees and managers resulting in low morale and productivity. The following are other challenges that adversely affect the recruitment and retention across USAREUR:

- a. Two-year pay freeze
- b. Hiring freeze
- c. Workforce reductions
- d. USAREUR's transformation and rebasing plan. Several major changes will be taking place over the next couple of years. The USAREUR military installations in

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Heidelberg and Mannheim will be closing. The USAREUR Headquarters will be moving from Heidelberg to Wiesbaden. Millions of dollars have been spent to upgrade and expand Wiesbaden facilities to accommodate the additional troops, civilians, and family members. Other major facilities from these locations will be moving to different locations in Germany. The Grafenwöhr, Hohenfels, and Vilseck areas have also undergone a large expansion with hundreds of millions of dollars spent on new exchange facilities, schools, and housing areas to accommodate an increased troop presence.

e. Impending retirements will leave the Government with a significant corporate knowledge gap and at "competition for talent" affecting the short- and long-term workforce management needs.

f. Transformation and Relocation. The unknown/fear factor plays a crucial role in this aspect, i.e., consideration of cost of living, work adaptation and technology, high degree of standardization, organizational changes, division of labor, extensive efforts regarding knowledge transfer and training and the possibility of reduction in force.

g. Military Spouse Preference Policy. Candidates hired under the "Military Spouse Preference" policy are required to transfer at the end of their military spouse's tour which is normally 24-36 months.

h. Individuals with Disabilities. Recruitment of candidates with targeted disabilities is also hampered by:

(1) Inability to recruit Veterans Affairs (VA) interns from the VA – Vocational Rehabilitation Program for Service Connected Disabled Veterans. This is due to the inability for the VA counselor to monitor the individuals' training and development program.

(2) Inability to provide services such as reasonable accommodations (building accessibility) and/or health care to family members under the Exceptional Family Member Program (EFMP) who may wish to work while their spouse is assigned to USAREUR.

(3) Emergency Essential Civilian (EEC) Employees. Medical restrictions, as part of the condition of employment for EEC positions, restrict recruitment of certain positions.

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i. Other factors hampering recruitment are:

(1) Personnel on Priority Placement Program (PPP). By the end of the reporting period, 75 (4%) civilian employees were registered in PPP.

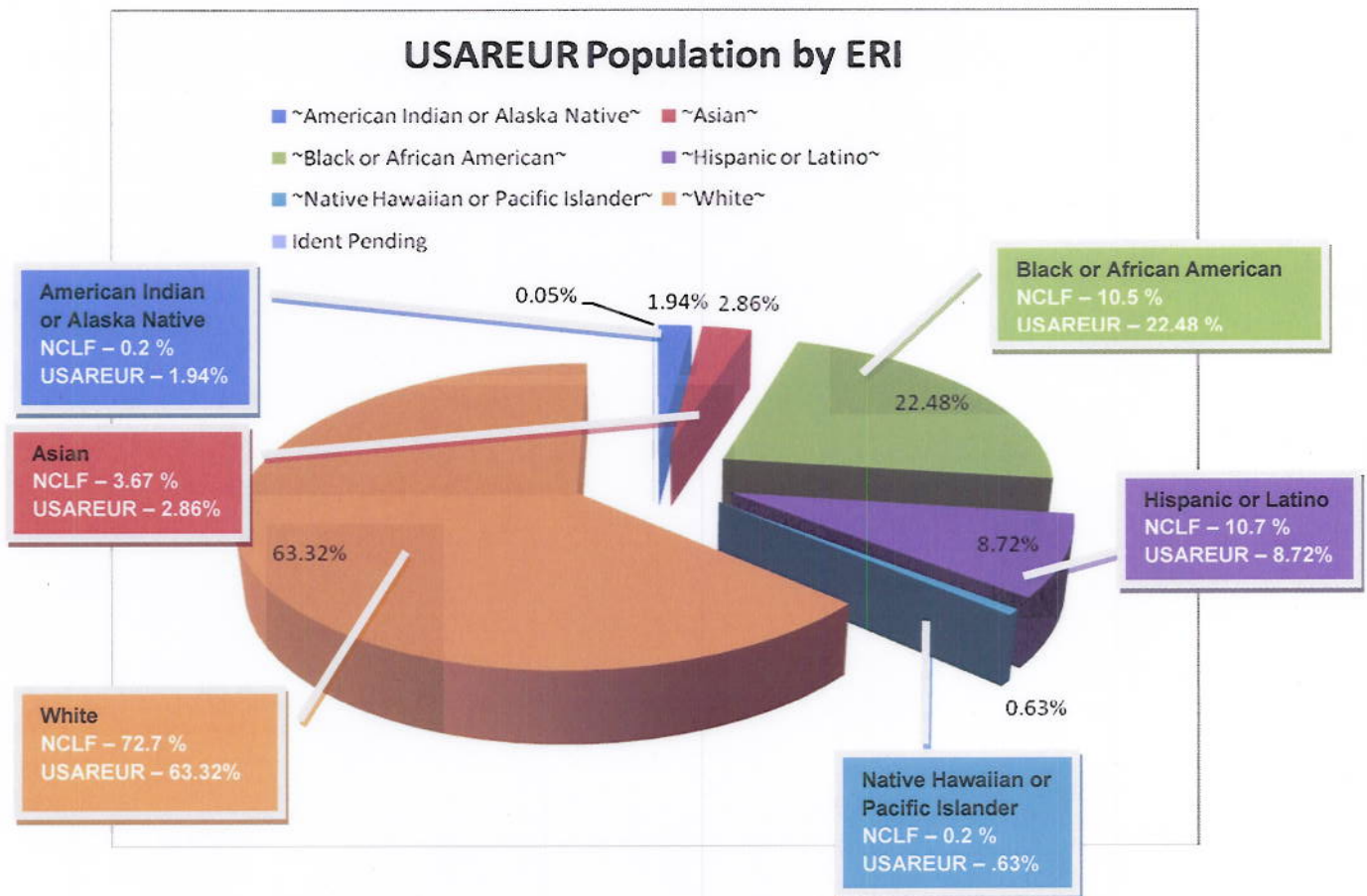
(2) Leave without pay (LWOP). By the end of the reporting period, 8 (.39%) civilian employees were registered in LWOP status.

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USAREUR Demographics by Ethnicity and Race Identification (ERI)

US Army Europe reported demographics may be misleading as the reported demographics do not include the following group of employees:

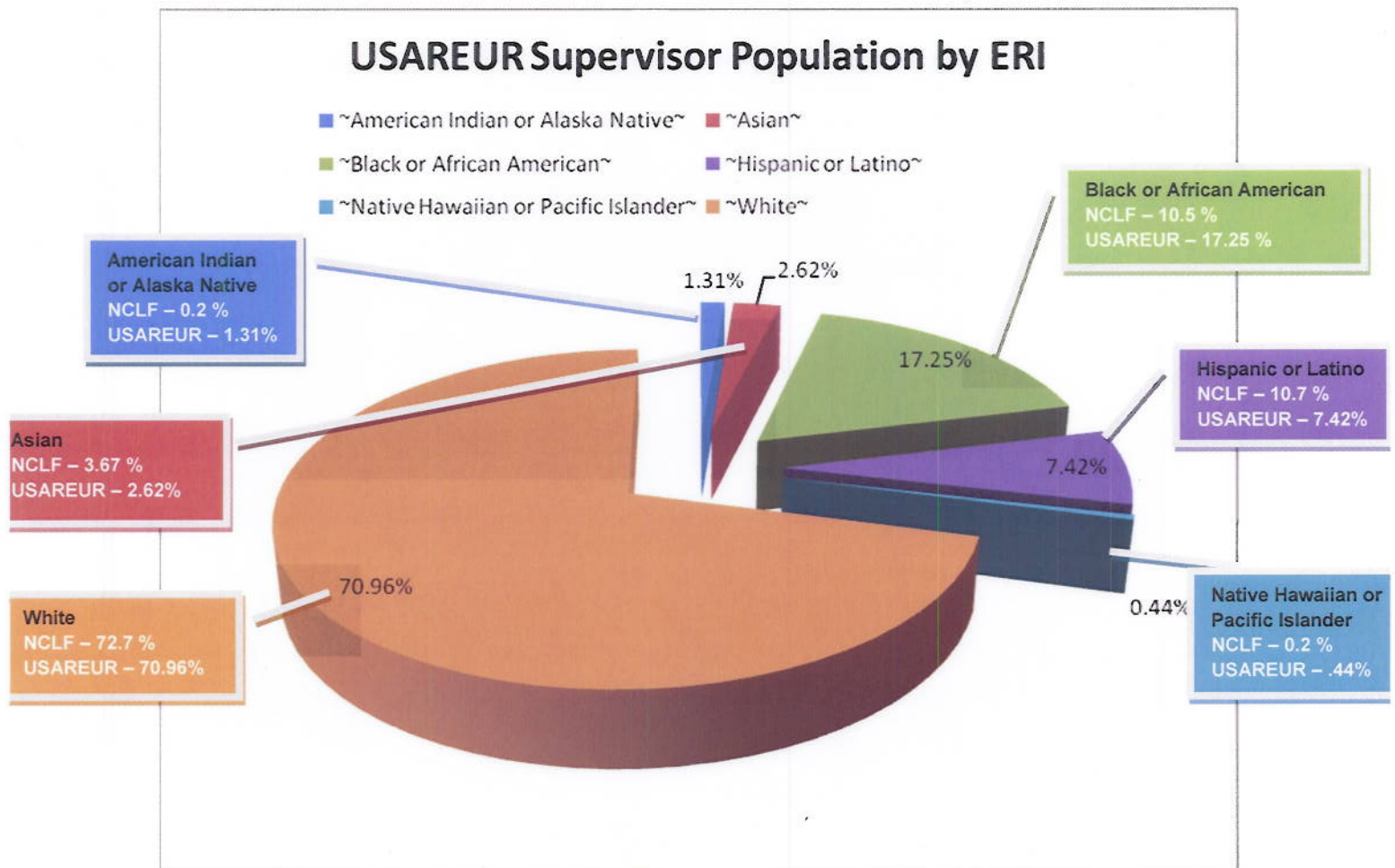
- a. Local National (LN) employees that provide Command continuity.
- b. Contract employees data not reflected in this report.
- c. Personnel with a permanent change of station (PCS) at the end of the reporting period.



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USAREUR Supervisory Position Demographics by Ethnicity and Race Identification (ERI)

US Army Europe reported supervisory demographics do not illustrate a true picture of the supervisory workforce because many supervisory positions are occupied by military leaders.

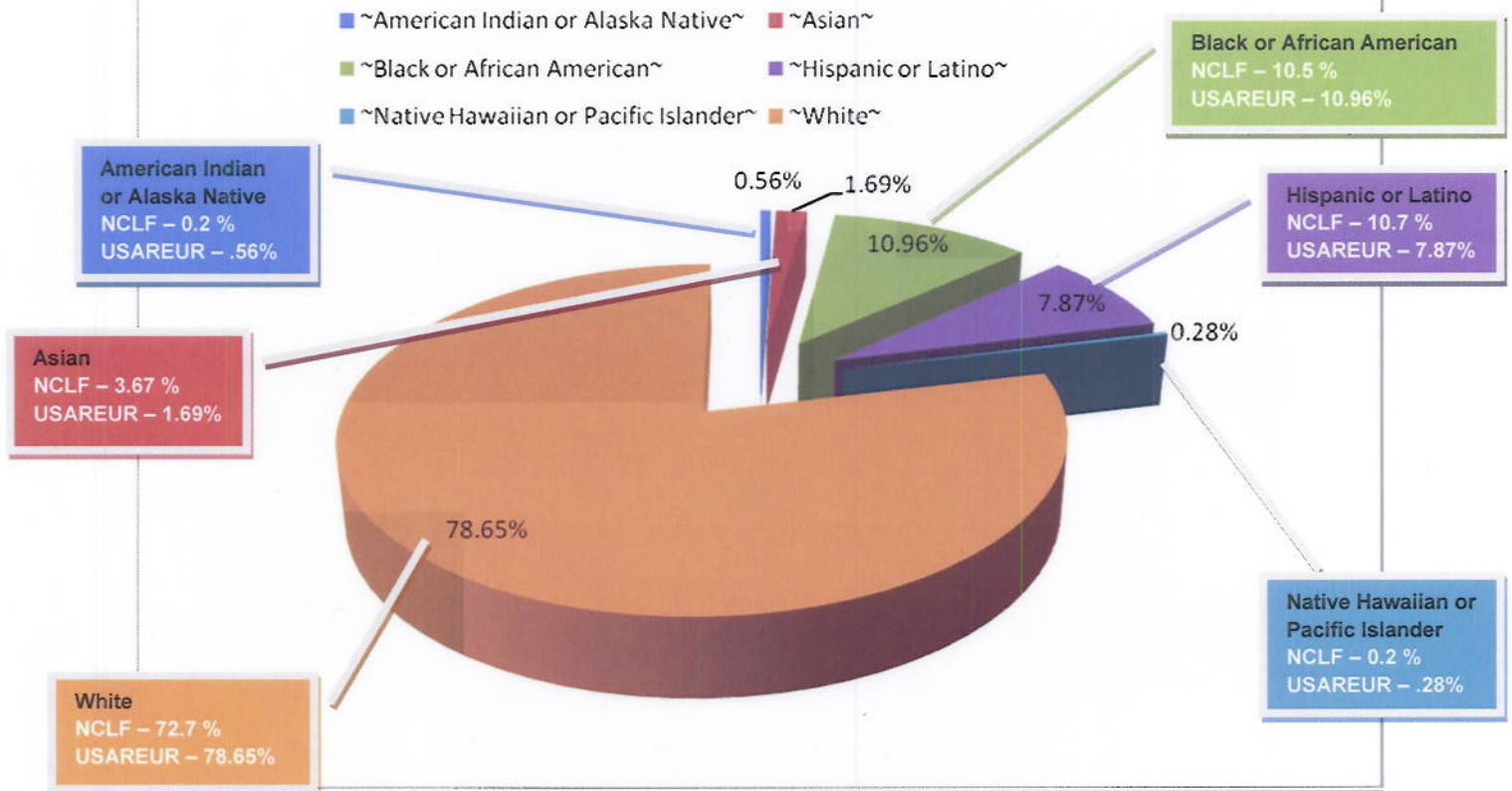


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USAREUR Senior Civilian Leadership Positions Demographics by Race, National Origin

US Army Europe reported 151 senior civilian leaders (GS-13 or equivalent and above) in this report.

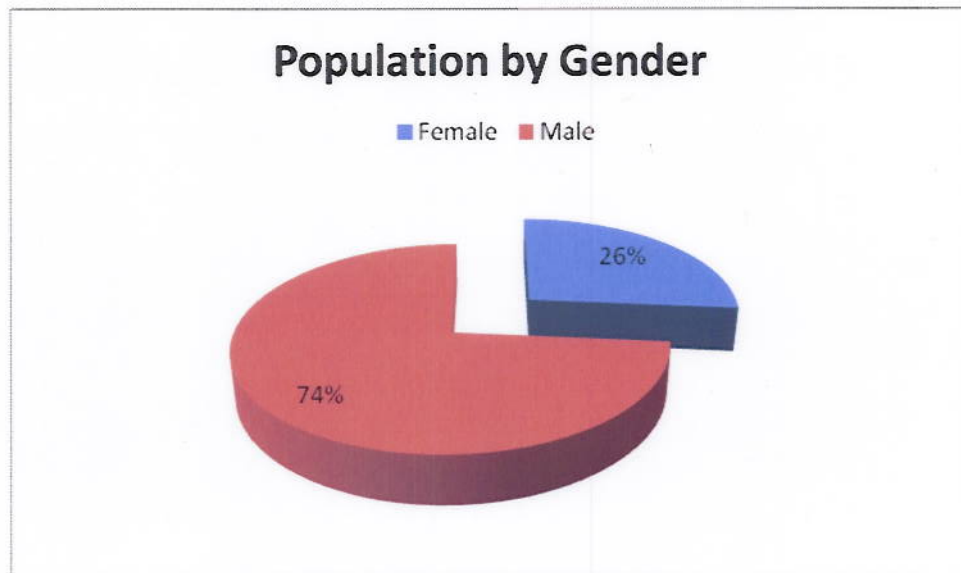
Senior (GS-13 and Above) Population by ERI



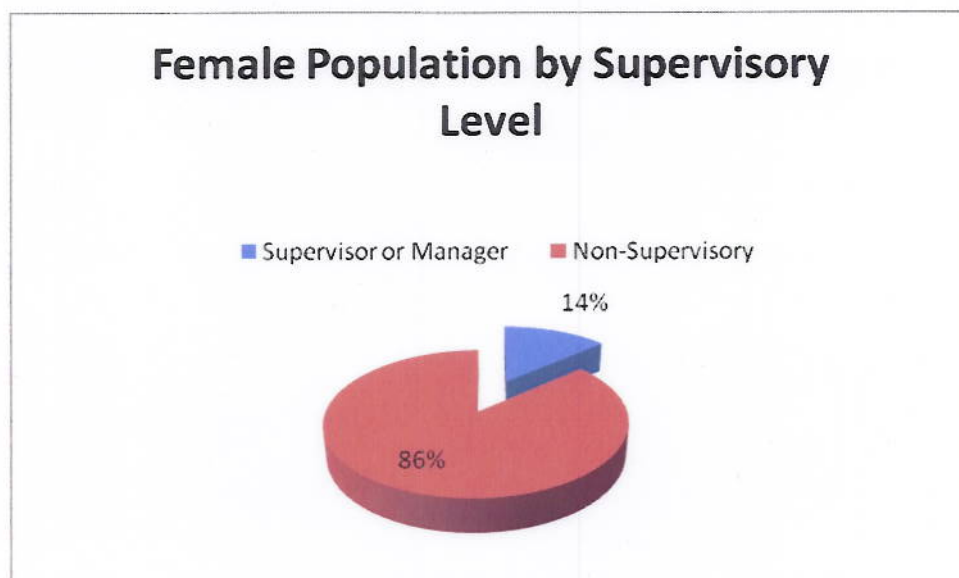
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USAREUR Demographics by Gender

US Army Europe female demographic representation is 26% of the total civilian population. This is 2% below the USAREUR Female population reported in FY10. Females occupying supervisory positions is at 16% of the total supervisory population. Female veteran population is at 12% of the total veteran population. Fourteen percent (14%) of the total female population are serving at a GS-14 or equivalent grade and above.



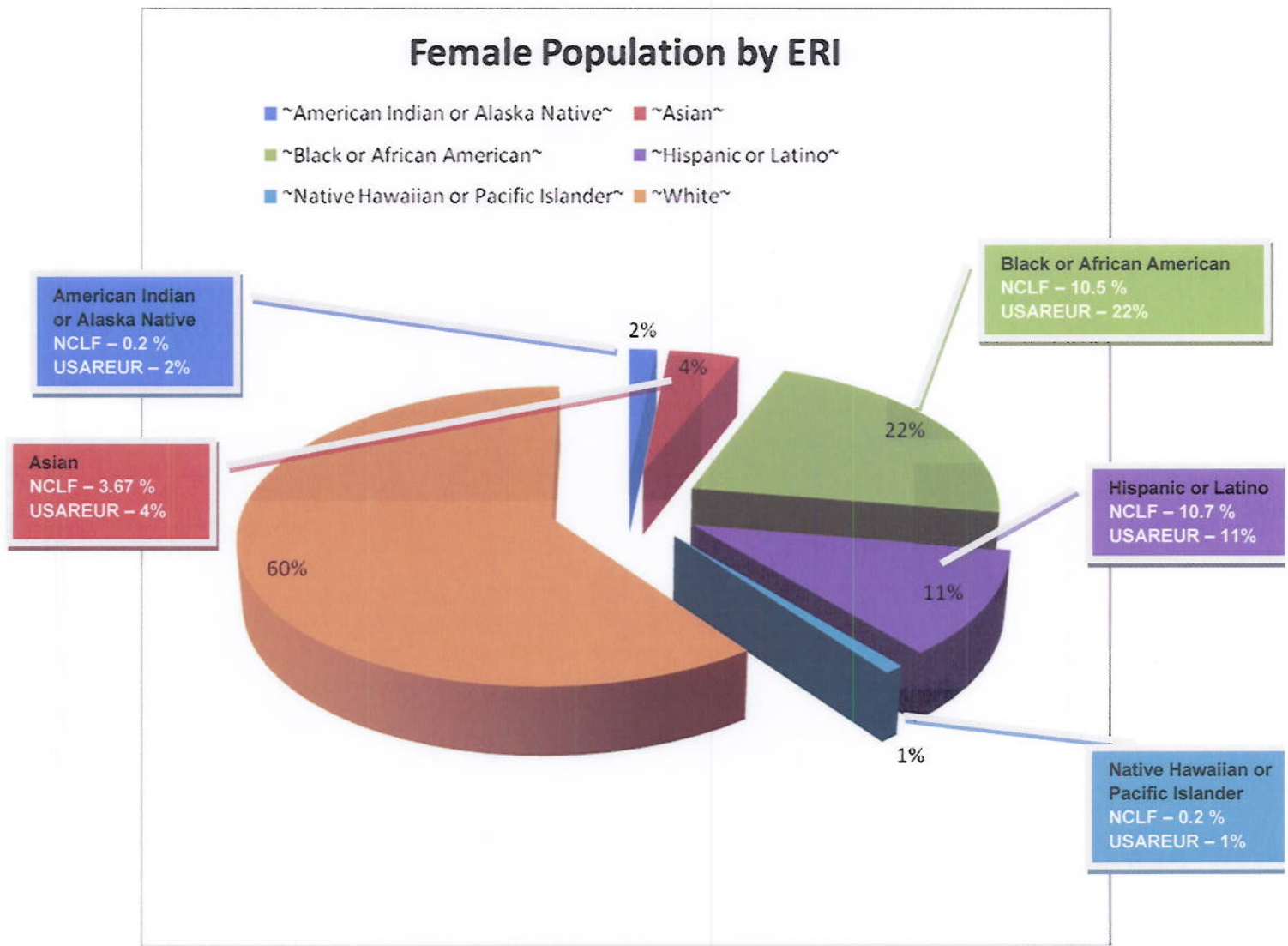
Fourteen percent (14%) of the total female population serve as supervisors.
NOTE: The only Senior Executive Services (SES) female civilian retired October 2011.



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Female population by ERI

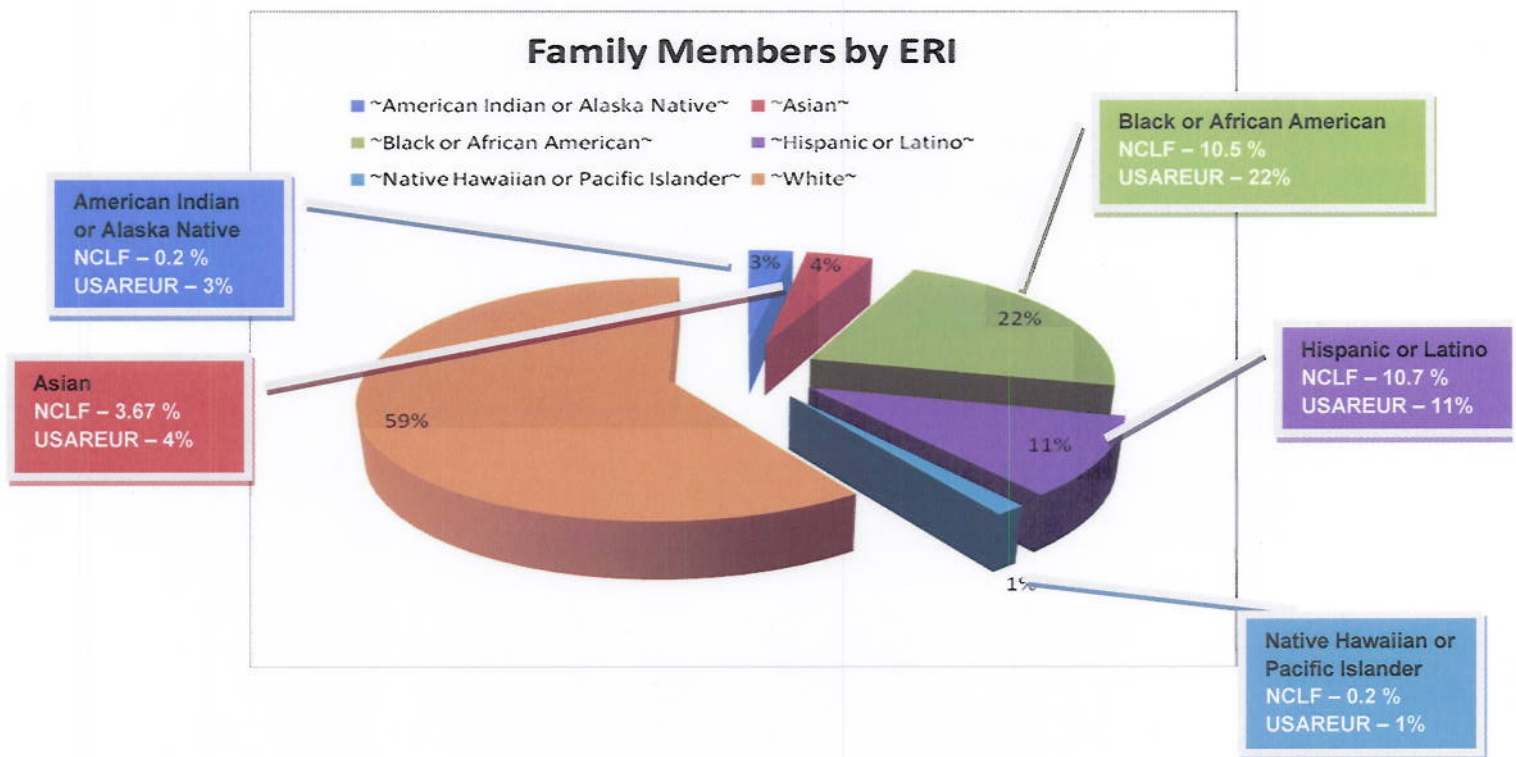
The hiring of military spouse preference eligible applicants is at par with US Army Europe demographics by RNO; however, higher than the National Civilian Labor Force (NCLF) for minority races and ethnicity.



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Family Members Hired Population by ERI

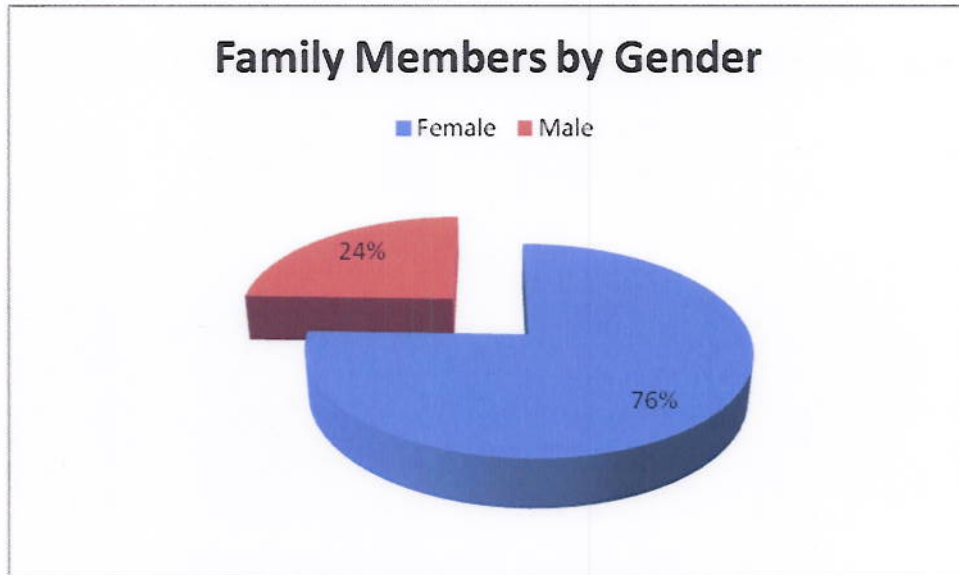
A total of 286 family members were hired under spouse preference eligibility (military/civilian) or 14% of the total population. The recruitment of qualified spouse preference eligible family members helps the overall retention strategy for USAREUR. When a family member obtains employment, the chances of retaining, extending or re-enlisting a military spouse or a civilian increases considerably. Additionally, the recruitment of qualified spouse preference eligible family members improves the quality of life for the family and at a great cost savings for USAREUR in relocation, recruitment and transportation costs.



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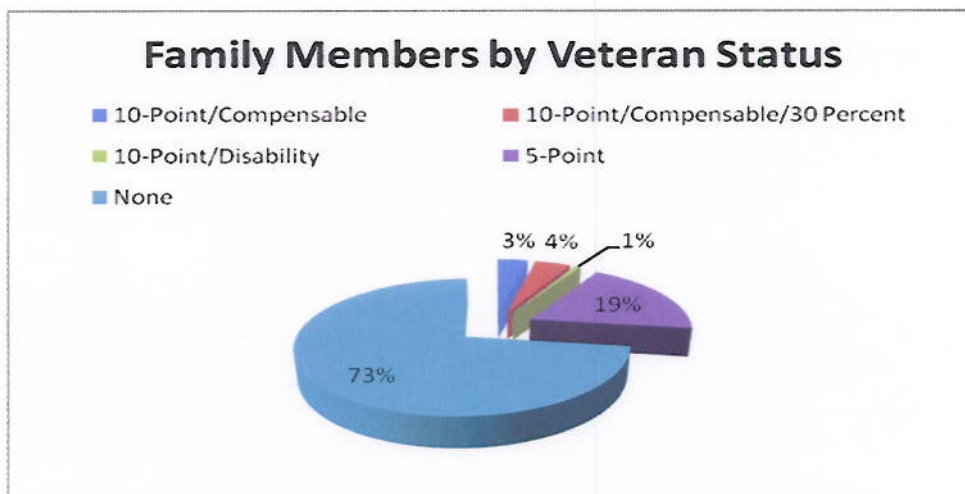
Family Members Hired Population by Gender

A total of 286 are local hire family members. A total of 216 female (76%) and 70 male (24%) employees are spouse preference eligible family members.



Family Members Hired Population by Veteran's Preference

The recruitment and placement of qualified Veterans remains another priority for USAREUR. Another way to achieve our goals: family members with veteran status hired across USAREUR. A total of 78 family members or 26% of the total spouse preference eligibles hired are veterans.



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Disabled Veterans Affirmative Action Plan

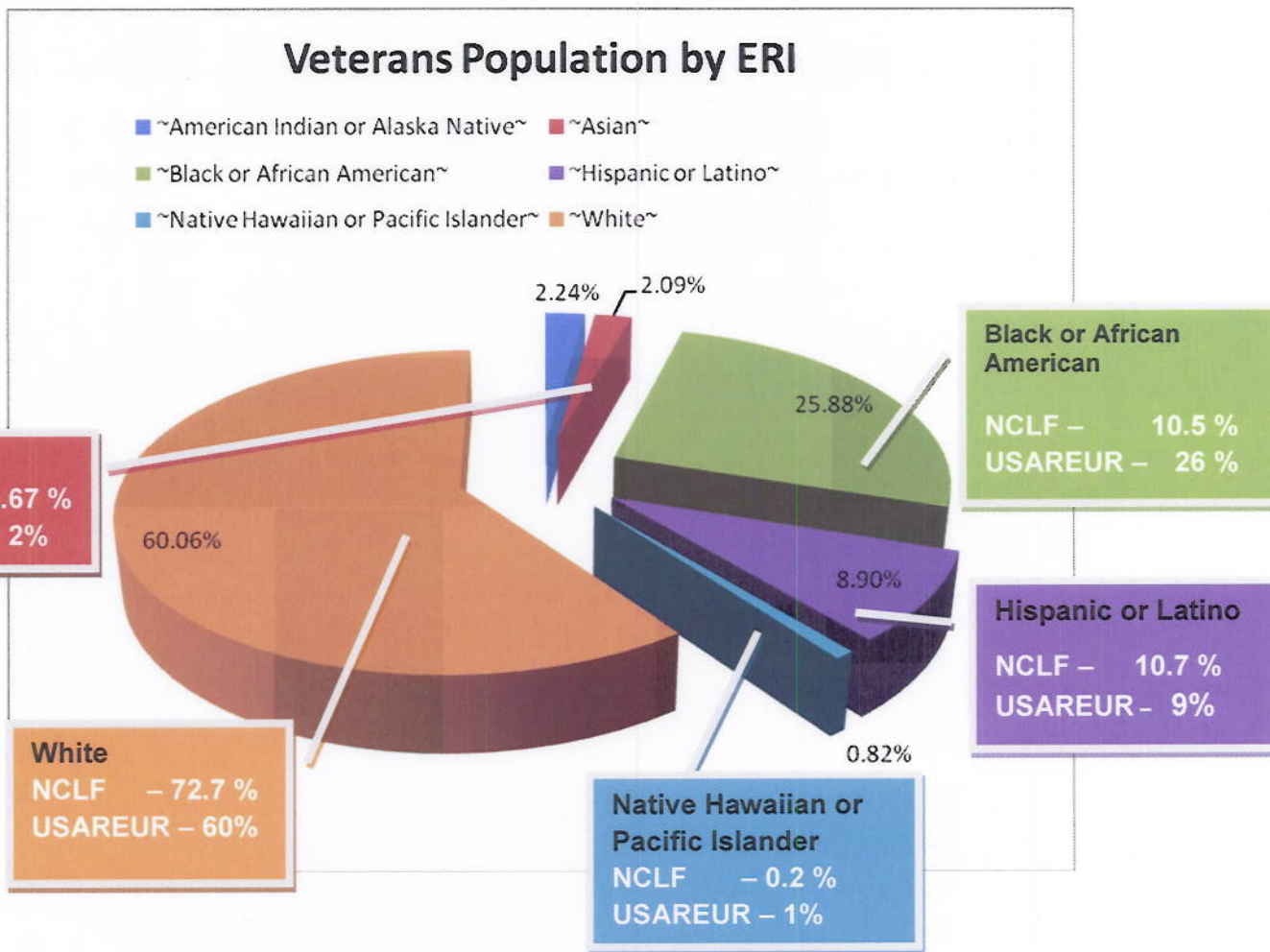
It is US Army Europe policy to provide equal employment opportunities to veterans in recruitment, hiring, advancement, training, career development, promotions, reassignments, awards and all other terms, conditions or privileges of employment, with emphasis on veterans who are 30% or more Disabled Veterans. US Army Europe is committed to ensuring veterans preference consideration in applicable employment hiring actions for Disabled Veterans as established by the Veterans Employment Opportunities Act (VEOA) of 1998 and the Jobs for Veterans Act of 2002 (Public Law 107-288) which made significant changes to the Veterans Readjustment Appointment (VRA) Program. This law replaced the Veterans Readjustment Appointment authority and its 10-year eligibility period with a Veterans Recruitment Appointment authority and an unlimited eligibility period.

- a. During FY 11 the US Army Europe employed 1339 veterans or 65% of the total population.
- b. Military Spouse Preference Program (MSPP). US Army Europe employed 78 veterans under the MSPP. The placement of spouse preference eligible family members is key to the USAREUR diversity initiative. Further impacted is the retention and re-enlistment of Soldiers whose family members are employed, facilitating the Soldiers requests to extend their overseas tour. Currently, there are 286 Family Members employed by US Army Europe.
- c. The diversity of the Disabled Veterans population is also as significant as the US Army Europe appropriated fund population reflected in the following chart with race/ethnicity breakdown:

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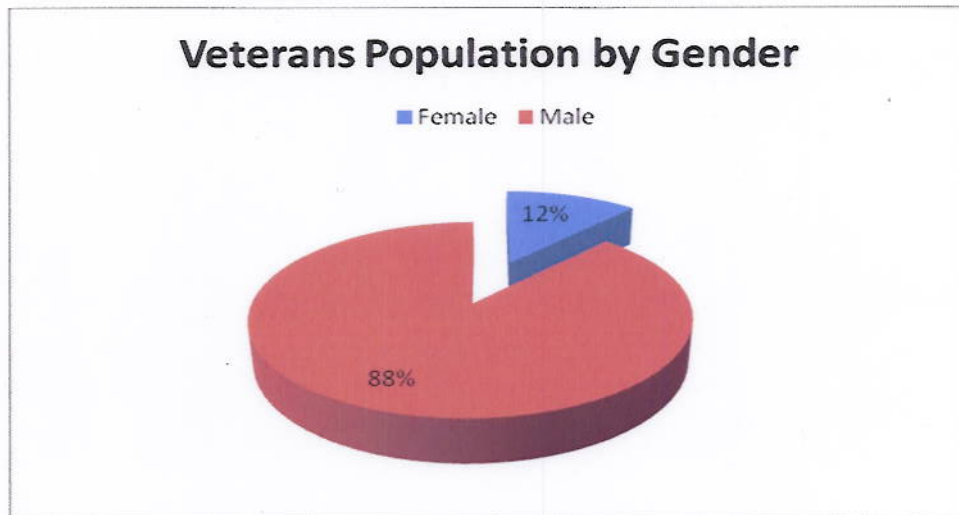
USAREUR Demographics by Veterans Preference Eligible

During FY11, the US civilian appropriated fund workforce population was 2056; of that total, 65% (1339) were veterans. The Disabled Veterans FY 11 representation rate was 22% (464) of the appropriated fund workforce.



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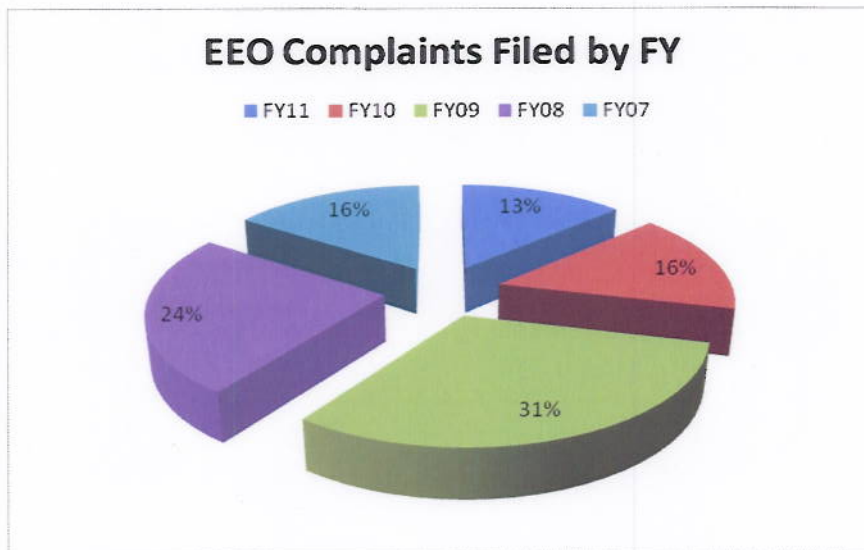
Disabled Veterans Breakdown (Gender)



USAREUR Complaints Processing Summary

EEO complaints process is a function of IMCOM-E. A total of **six** EEO complaints were reported for FY11. Complaints filed during FY11 represent .29% of the total USAREUR population. There is a decrease of 14.26% from FY10.

Individuals Filing Complaints – **6**
Contracted Services cost -- **\$11,483.18**

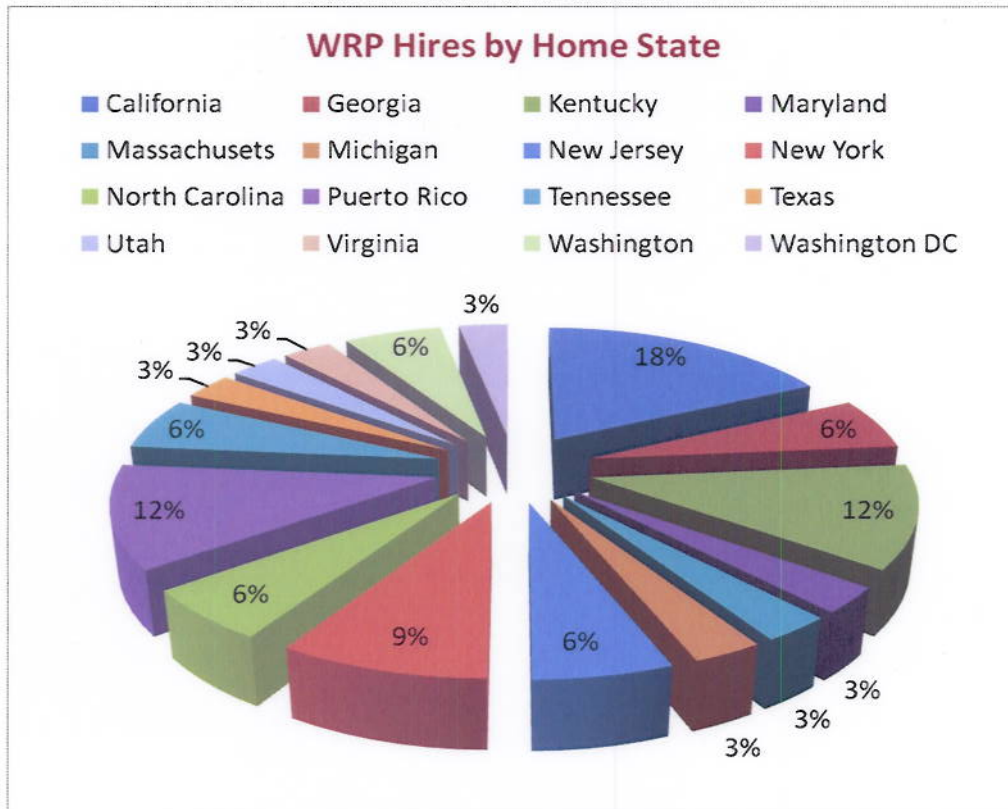


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USAREUR Workforce Recruitment Program (WRP) for College Students with Disabilities

USAREUR hired 34 WRP interns from fifteen CONUS locations and Puerto Rico.

USAREUR WRP at a Glance

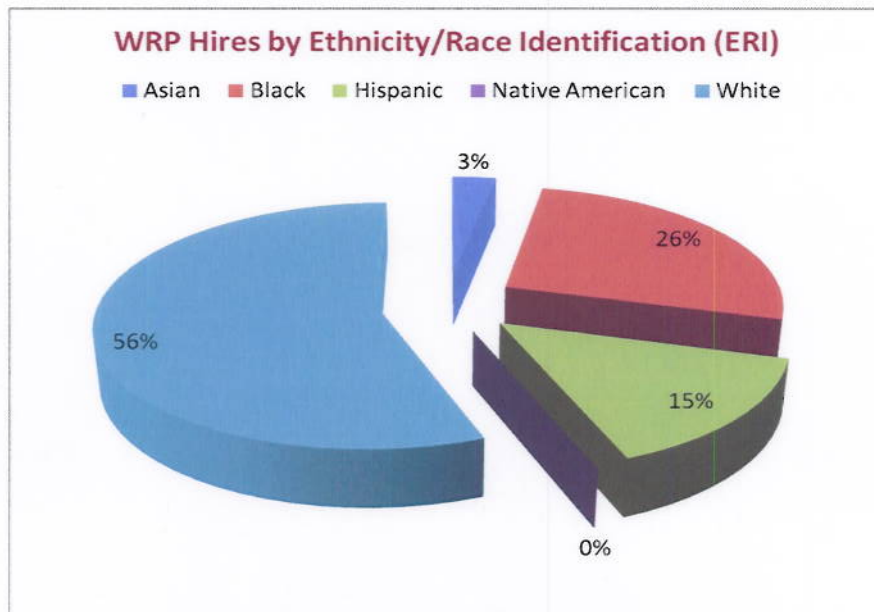


- WRP Students hired – 34 or 31% of the total hires from HQDA.
- Cost benefit: \$416,759.53 in salaries Employment: 15 May – 30 Sep 2011
- Rental income to IMCOM-E - \$16,350.00 and indirect revenues to AAFES, FMWR activities, USO, DeCA and the Heidelberg community.
- Assigned to units across USAREUR, MEDCOM, NETCOM and IMCOM-E at:

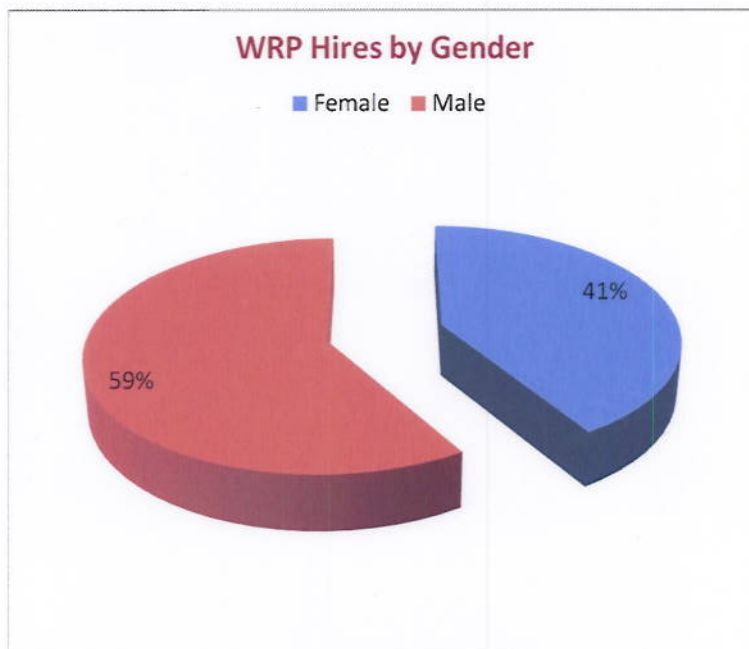
Sullivan Barracks	- 2	Tompkins Kaserne	- 3	Campbell Kaserne	- 11
Kilbourne Kaserne	- 1	Nachrichten Kaserne	- 3		
Patrick Henry Village	- 3	Patton Kaserne	- 4		
Mark Twain Village	- 4	Community Support Center	- 3		
- Four WRP interns from USAREUR received and accepted permanent employment job offers from federal and private organizations – a significant accomplishment for USAREUR's leadership and student coaching.

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USAREUR WRP Demographics by RNO

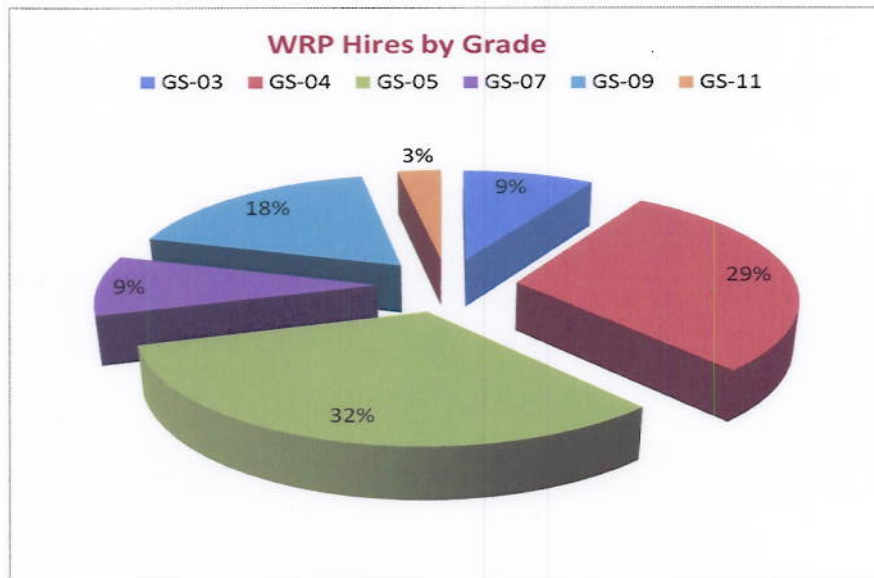


USAREUR WRP Demographics by Gender

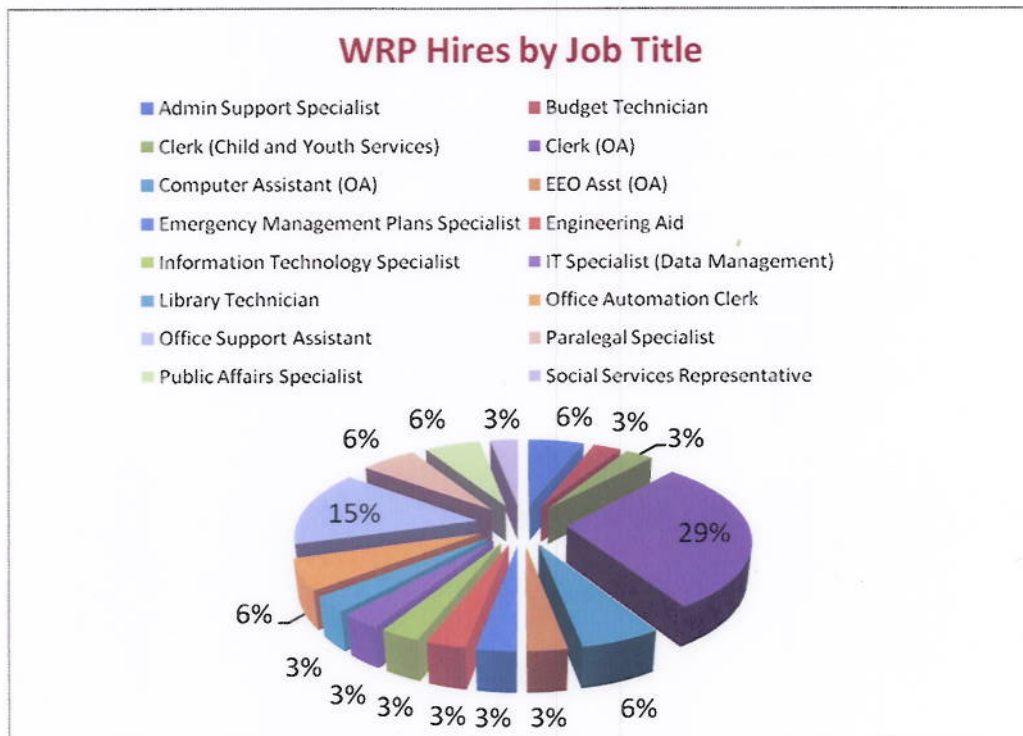


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USAREUR WRP Demographics by Grade



USAREUR WRP Demographics by Job Description



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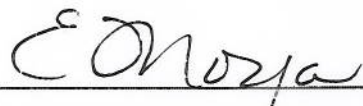
**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT PROGRAMS**

I, Ernestine R. Moya, Director, Equal Employment Opportunity, GS-0260-14, am the Principal EEO Director for United States Army Europe.

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



Signature of Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program
Status Report is in compliance with EEO MD-715.

12-12-11

Date



Signature of Agency Head Designee

12-12-11

Date

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Essential Element Summary

Summary of United States Army Europe's Annual Self-Assessment

US Army Europe has conducted its annual self-assessment against the MD-715 "Essential Elements." The following highlights the agency's FY 2011 activities in support of a Model EEO Program. Score for each section was based on the amount of measures with a "Yes" or "No". Score for each section is automated under the HQDA MD-715 Reporter.

Total Measures Answered: 121/121

Form G Score: 118/121 **(Overall Average 98%)**

Score	Section
100%	Demonstrated Commitment from Agency Leadership
94%	Integration of EEO into the Strategic Mission
100%	Management and Program Accountability
100%	Proactive Prevention
100%	Efficiency
100%	Responsiveness and Legal Compliance

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Essential Element A: Demonstrated Commitment from Agency Leadership 100%

Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.

Strengths:

- FY 10 MD-715 Report briefed to US Army Europe G-1 Deputy Chief of Staff.
- US Army Europe Commander personally supports EEO programs.
- EEO Staffing – EEO Office is staffed with an EEO Director (Hispanic/Female) and an EEO Manager (Hispanic/Male).
- EEO Manager attended the IAM Strong Summit in 2011.
- Commander provides sufficient budget support in order to accomplish the EEO mission.
- EEO Policy statements are current and posted. US Army Europe posts and disseminates EEO policy and information through various forums. All IMCOM-Europe garrisons post and disseminate information on EEO. Policy letters are included in New Employee Orientation packets; provided to newly appointed employees and supervisors; and placed in public folders on US Army Europe and Garrison websites.
- Managers and supervisors are evaluated on their commitment to EEO policies and principles, including their efforts to communicate and ensure adherence to same; seeking early dispute resolution; promptly addressing accommodation requests; and, ensuring EEO-related training requirements are met.
- Thirty-four (34) college students were placed under the Workforce Recruitment Program for College Students with Disabilities (WRP). USAREUR EEO Office served as the Germany Region WRP liaison office for the placement of WRP students.
- EEO staff conducted workshop for newly appointed Special Emphasis Program Committee members and were asked to speak/teach for a National Disability Employment Awareness Month event, as well as to educate and participate in USAREUR EO Conference training/panel sessions.
- EEO office is being relocated to office space closer to main headquarters area to facilitate providing EEO services. Currently located at different Kaserne.
- HQ DA EEO Awards program was supported this fiscal year. Greater dissemination of information regarding the request for nominations for numerous EEO awards was disseminated across the Command via e-mail, EEO Training and Operation Orders and contact with leadership.

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Essential Element A: Demonstrated Commitment from Agency Leadership (Cont)

Weakness:

- FY 10 MD-715 Report was not briefed to US Army Europe Commanding General due to change in appointed Commanding Generals resulting in scheduling conflicts for incoming/outgoing commander.

Corrective Measure: This year's (2012) will be briefed in Nov/Dec 2011

- Annual EEO Training: Prevention of Sexual Harassment (POSH) training is a function of IMCOM-E; however, attendance tracking mechanisms are not in place to track attendance. This is the only EEO-related training offered by IMCOM-E. This method does not provide refresher for other EEO areas such as: EEO Complaint Procedures, Alternate Dispute Resolution (ADR), Reasonable Accommodations (Disability/Religious) and Special Emphasis Programs.

Corrective Measure: US Army Europe EEO will provide EEO refresher training to USAREUR employees, track attendance and file sign-in sheets.

- Americans with Disabilities Amendment Act (ADAA) Compliance. Many of our building are not in compliance with ADAA guidance, when buildings and structures are renovated, ADA compliance must be observed. At some locations, recently renovated sidewalks, bus stops, and buildings are not observing ADA compliance. Finally, on-post shuttle bus services have no lift capabilities IAW with ADA.

Corrective Measure: Continue to work with the IMCOM-E Directorate of Public Works (DPW) and Building Managers to ensure proper surveys are conducted in order to remove barriers to facilities accessibility. USAREUR EEO is member of the Exceptional Family Member Program (EFMP) Oversight Committee and the USAREUR Diversity Council that addresses issues related to the quality of life of USAREUR employees.

Essential Element B: Integration of EEO into the Strategic Mission 94%

Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.

Strengths:

- US Army Europe leadership demonstrates a firm commitment to the equality of opportunity for all employees and applicants for employment. The EEO program is organized and structured to maintain a workplace free from discrimination in any of the agency's policies, procedures or practices. EEO program officials have the required qualifications to execute the duties and responsibilities of the position.

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- EEO officials are included in discussions and decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training and career development and other employment issues.
- USAREUR recruited, mentored and hired thirty-four (34) college students under the Workforce Recruitment Program for College Students with Disabilities. With placement at units within USAREUR, IMCOM-E and CHRA.

Weakness:

- EEO is not under the direct supervision of the agency head. USAREUR EEO Director is rated by the Assistant Deputy Chief of Staff G-1.

Essential Element C: Management and Program Accountability 100%

Requires the agency head to hold all managers, supervisors and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.

Strengths:

- Managers and supervisors are rated on performance objectives and contributing factors that support EEO program goals and objectives.
- EEO manager has regularly scheduled meetings with Commanders and Directors.
- It is recognized that the success of the EEO program depends on its leaders. Managers and supervisors are evaluated on their commitment to EEO policies and principles, including their efforts to communicate and ensure adherence to same; seeking early dispute resolution; promptly addressing accommodation requests; and, ensuring EEO-related training requirements are met.
- The EEO Director has authority and funding to implement and improve EEO program efficiency. Merit Promotion, Employee Development/Training and Employee Recognition Award Program and Procedures are routinely reviewed to assess whether there are impediments to equality of opportunity for any groups or applicants.
- EEO reports and plans are coordinated with the Human Resources (HR) and Legal.
- No finding of discrimination in EEO complaints.
- The following reports were submitted to HQDA EEO during FY11:
 - o EEOCCR 462 Report
 - o Disabled Veterans Affirmative Action Plan (DVAAP)
 - o Management Directive (MD) 715
 - o Hispanic Employment Program Plan

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Essential Element C: Management and Program Accountability (cont)

Weakness:

- EEO training not conducted. Only Prevention of Sexual Harassment (POSH) training is conducted. **Corrective Measure:** USAREUR EEO will provide EEO refresher training starting in CY12. EEO Refresher training attendance will be tracked against alpha rosters and provided to managers and supervisors for their action.

Essential Element D: Proactive Prevention 100%

Requires that the agency head make early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.

Strengths:

- Trend analysis of the workforce is conducted in areas such as; selections; promotions; accessions; losses; awards; discipline; performance ratings; and, training by areas such as race, national origin, gender, age, grade and disability.
- EEO has a complaint tracking and monitoring system that identifies the issues and bases of complaints, names of the parties, and other information to analyze complaint activity. Managers and supervisors are required to participate in Alternative Dispute Resolution, if the agency determines it appropriate and the complainant elects to participate.
- Update EEO Policy Statements. Policies on the prevention of sexual harassment, equal employment opportunity, affirmation employment program and complaint processing poster are posted at local bulletin boards. The policy memorandums and the posters are given to new employees during newcomer orientation and new supervisors upon being given supervisory duties. They are also available at every serving Garrison EEO Office.
- EEO Poster with revised information has been widely distributed throughout all of the organizations that we support.
- ACS Employment Readiness Program conducts monthly family employment seminar classes on job opportunities across Germany, how to interview, how to dress, how to write resumes and how to apply for the jobs.
- ACS Employment Readiness Program hosts quarterly Community Job Fair for participation by local and national prospective employees. Additionally, representatives from CPAC, CYS and HR from AAFES are available on site to answer questions and provide job vacancy announcements to interested personnel during the job fair.

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- Job announcements are forwarded to ACAP and FRG representatives to inform Soldiers, spouses, Family Members and the workforce of job opportunities.
- New supervisors received EEO training during Human Resources (HR) for Supervisors training.

Weakness: All areas of compliance have been addressed.

Essential Element E: Efficiency 100%

Requires the agency to have effective systems in place for evaluating the impact and effectiveness of the Agency's EEO programs as well as an efficient and fair dispute resolution program.

Strengths:

- EEO has access to, and reviews referral and selection data in order to identify barriers and ensures that a merit related reason is provided articulating management's reason for their decision.
- USAREUR EEO obtained approval from the Department of Defense Computer/Electronic Accommodations Program (CAP) for two (2) TTY telephones for the USAREUR EEO Office and the Heidelberg Civilian Personnel Advisory Center (CPAC) for use by applicants with hearing impairments. This enables the individuals to apply for jobs and receive services.

Weakness: Lack of court reporters. USAREUR paid \$17,987.15 in contracted court reporter fees during FY11. Military court reporters are not utilized for EEO cases and for this reason the service is contracted.

Corrective Measures:

Option 1. Recommend that IMCOM-E conduct a cost analysis of the cost of hiring a full time court reporter vs. contracting the services.

Option 2. Request the use of military court reporters when available in order to reduce the cost of EEO investigations.

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Essential Element F: Responsiveness and Legal Compliance 100%

Total efforts are made to meet all requirements for federal agencies to be in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

Strengths:

- The USAREUR EEO program is in compliance with the EEO laws and EEOC regulations, policy guidance, and other written instructions.
- The US Army Europe EEO utilizes i-Complaint in order to track pre-complaints and formal complaints tracking system for accountability, compliance and timeliness of complaint processing.

Weakness: None. All areas of compliance have been addressed.

Conclusion:

USAREUR is committed to the principles of equal employment opportunity and the enforcement of the requirements of the MD-715. Each USAREUR unit provides support to the force by institutionalizing management practices that go beyond non-discrimination, providing self-actualization of professional potential unimpeded by illegal discrimination and interpersonal conflict. Simply stated USAREUR knows EEO is good business and an essential element of readiness vital to the accomplishment of the national security mission!

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715-01 Part F

**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT PROGRAMS**

I, Ernestine R. Moya, Director, Equal Employment Opportunity, GS-0260-14, am the Principal EEO Director/Official for US Army Europe.

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

(EEO Director Signature) _____

(EEO Signature Date) _____

Signature of Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program Status
Report is in compliance with EEO MD-715.

Date







Signature of Agency Head or Agency Head Designee

Date

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715-01 Part G
AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.				
 Compliance Indicator	EEO policy statements are up-to-date.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
The Agency Head was installed on 3/25/2011. The EEO policy statement was issued on 3/29/2011. Was the EEO policy Statement issued within 6-9 months of the installation of the Agency Head? If no, provide an explanation.		X		Three policy statements were issued: 1. Equal Employment Opportunity 2. Prevention and Elimination of Unlawful Harassment in the Workplace 3. Prevention of Sexual Harassment
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide and explanation.		X		Change of Command took place 25 March 2011.
Are new employees provided a copy of the EEO policy statement during orientation?		X		as well as posted in the USAREUR G1, EEO web link, (http://www.per.hqusareur.army.mil/content/Programs/EEO/index.html) and bulletin boards.
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		X		EEO Training is offered during the mandatory HR for Supervisors training course required within 90 days of becoming a supervisor.
 Compliance Indicator	EEO policy statements have been communicated to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		X		
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR Â§1614.102(b)(5)]		X		http://www.per.hqusareur.army.mil/content/Programs/EEO/index.html
 Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		X		



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resolve problems/disagreements and other conflicts in their respective work environments as they arise?	X		
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?	X		
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?	X		IMCOM has operational responsibility for the USAREUR EEO Complaints, Mediation and Special Emphasis Programs; however, USAREUR personnel are available in the event of conflict of interests cases or personnel shortage
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?	X		Collateral EEO Counselor and Mediators are the responsibility of IMCOM. EEO Investigators provided by DoD Investigation and Resolution Division (IRD)
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?	X		
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications ?	X		
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?	X		
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?	X		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.	X		New Employee/Supervisor training, NoFEAR, and EEO Refresher training as well as USAREUR EEO Policy Statements
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?	X		AER 690-12-5 Regulation published 22 Jul 2009. Equal Employment Opportunity Program for Individuals with Disabilities "Reasonable Accommodation Procedures.
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?	X		
<p style="text-align: center;">Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.</p>			
 Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met	
 Measures		Yes	No
For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report			

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Is the EEO Director under the direct supervision of the agency head? [see 29 CFR Â§1614.102(b)(4)] 25. For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)			X	
Are the duties and responsibilities of EEO officials clearly defined?		X		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X		
If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		X		
If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components? If not, please describe how EEO program authority is delegated to subordinate reporting components.		X		
 Compliance Indicator	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?			X	
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		X		
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?		X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. Â§ 1614.102(b)(3)]		X		




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Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?	X		
Compliance Indicator	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.		Measure has been met For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures	Yes	No	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?	X		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?	X		
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?			
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204	X		Special Emphasis Program Committees are established at servicing Garrisons across Europe.
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204	X		Special Emphasis Program Committees are established at servicing Garrisons across Europe.
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709	X		Special Emphasis Program Committees are established at servicing Garrisons across Europe.
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?	X		
Compliance Indicator	The agency has committed sufficient budget to support the success of its EEO Programs.		Measure has been met For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures	Yes	No	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems	X		Shared responsibilities with IMCOM-E servicing organizations (EEO, DPW, EFMP, CHRA, etc)
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)	X		






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Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	X			
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X		Support is also obtained from the DoD Computer/Electronics Accommodations program (CAP).	
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X		IMCOM-E developed a five year plan totaling 351 projects at 12 communities across Europe at an estimated cost of \$9,164,334.00.	
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X		Training is also conducted on-line.	
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. Â§ 1614.102(b)(5)]	X		Data is also posted on the USAREUR EEO web links.	
Is there sufficient funding to ensure that all employees have access to this training and information?	X			
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:	X			
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X			
to provide religious accommodations?	X			
to provide disability accommodations in accordance with the agency's written procedures?	X			
in the EEO discrimination complaint process?	X			
to participate in ADR?	X			
Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.				
 Compliance Indicator	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X		
 Compliance Indicator	The Human Resources Director and the EEO Director meet regularly to assess whether	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM

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 Measures	personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR Â§ 1614.102(b)(3)]	Yes	No	715-01 PART H to the agency's status report
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		X		
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		X		
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		X		
 Compliance Indicator	When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.		X		
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		X		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?		X		
Essential Element D: PROACTIVE PREVENTION				
Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
 Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	

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Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?	X		
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?	X		
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?	X		
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?	X		
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?	X		
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?	X		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?	X		
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?	X		
Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.		Measure has been met
Measures			
	Yes	No	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Are all employees encouraged to use ADR?	X		
Is the participation of supervisors and managers in the ADR process required?	X		If mediation is offered by the EEO officer and accepted by the aggrieved.
Essential Element E: EFFICIENCY			
Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.			
Compliance Indicator	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.		Measure has been met
Measures			
	Yes	No	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?	X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?	X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?	X		Shared with IMCOM-E EEO Offices across Europe.

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Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?	X			
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?	X			
Compliance Indicator	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report	
Measures	Measure has been met <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; text-align: center; border: none;">Yes</td> <td style="width: 50%; text-align: center; border: none;">No</td> </tr> </table>			Yes
Yes	No			
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?	X		i-Complaints	
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?	X			
Does the agency hold contractors accountable for delay in counseling and investigation processing times? If yes, briefly describe how:	X		Payment penalties (contracted EEO counselors and court reporters). Investigators are managed by DoD Investigations and Resolutions Division (IRD).	
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?	X			
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?	X			
Compliance Indicator	The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report	
Measures	Measure has been met <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; text-align: center; border: none;">Yes</td> <td style="width: 50%; text-align: center; border: none;">No</td> </tr> </table>			Yes
Yes	No			
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?	X			
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?	X			
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?	X			
Does the agency complete the investigations within the applicable prescribed time frame?	X			







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When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?	X			
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?	X			
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?	X			
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?	X			
Compliance Indicator	There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.		Measure has been met	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures				
In accordance with 29 C.F.R. Â§1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?	X			
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?	X			
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?	X			
Does the responsible management official directly involved in the dispute have settlement authority?	X			
Compliance Indicator	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.		Measure has been met	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures				
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?	X		EEOC 462 Report	
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. Â§ 1614.102(a)(1)?	X			
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?	X			
Do the agency's EEO programs address all of the laws enforced by the EEOC?	X			



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Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X		
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X		
 Compliance Indicator	The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		X		
Does the agency discrimination complaint process ensure a neutral adjudication function?		X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		X		
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.				
 Compliance Indicator	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?		X		
 Compliance Indicator	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the agency have control over the payroll processing function of the agency?				
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		X		
Are procedures in place to promptly process other forms of ordered relief?		X		

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 Compliance Indicator	Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures Is compliance with EEOC orders encompassed in the performance standards of any agency employees? If so, please identify the employees by title in the comments section, and state how performance is measured.	X			No EEOC orders issued in the past 5 years.
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office? If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.	X			
Have the involved employees received any formal training in EEO compliance?	X			No EEOC orders issued in the past 5 years; however, EEO training is conducted annually.
Does the agency promptly provide to the EEOC the following documentation for completing compliance:				
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?	X			
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	X			
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	X			
Compensatory Damages: The final agency decision and evidence of payment, if made?	X			
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	X			
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X			
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	X			
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	X			
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X			
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X			

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Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	X		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X		

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715-01 Part H
EEO Plan To Attain the Essential Elements of a Model EEO Program

FY 2011 EURHQ	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.: 20. Is the EEO Director under the direct supervision of the agency head? [see 29 CFR Â§1614.102(b)(4)] 25. Answer No. EEO Director is rated by the Deputy to the USAREUR G1.
OBJECTIVE:	Inform and advise the chain of command of the EEOC guidance under MD-110 Chapter 1, Para III and AR 690-600 Para 1-10.c.
RESPONSIBLE OFFICIAL:	Commanding General
DATE OBJECTIVE INITIATED:	10/28/2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	1/31/2012
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
EEO Director will brief the USAREUR Deputy Chief of Staff G1, Chief of Staff, Deputy Commanding General	1/31/2012
EEO Director will brief the Commanding General as part of the State of the Agency's EEO Program brief	3/30/2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	TARGET DATE (Must be specific)

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715-01 Part H
EEO Plan To Attain the Essential Elements of a Model EEO Program

FY 2011 EURHQ	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission. Q. 27. Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency"?
OBJECTIVE:	To brief the USAREUR's State of the Agency MD-715 to the Commanding General and MSC Commanders
RESPONSIBLE OFFICIAL:	EEO Director
DATE OBJECTIVE INITIATED:	1/1/2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	3/30/2012
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
EEO Director will brief the State of the Agency's EEO Program to the Commanding General and Major Subordinate Commanders NLT 30 March 2012.	3/30/2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	TARGET DATE (Must be specific)

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715-01 PART I
EEO Plan To Eliminate Identified Barrier

FY 2011, EURHQ	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	20. Is the EEO Director under the direct supervision of the agency head? [see 29 CFR Â§1614.102(b)(4)]
BARRIER ANALYSIS	25. Answer No. EEO Director is rated by the Deputy to the USAREUR G1.
STATEMENT OF IDENTIFIED BARRIER:	
OBJECTIVE:	Advise and educate the Chain of Command of the importance of placing the EEO Director in direct reporting relationship to the Commanding General as described in Title 29, Code of Federal Regulations, Part 1614.102(b)(4).
RESPONSIBLE OFFICIAL:	EEO Director/Deputy Chief of Staff G1/Commanding G
DATE OBJECTIVE INITIATED:	11/26/2010
TARGET DATE FOR COMPLETION OF OBJECTIVE:	3/30/2012

EEOC FORM 715-01 PART I EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	TARGET DATE (Must be specific)

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715-01 PART I
EEO Plan To Eliminate Identified Barrier

FY 2011, EURHQ	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	Q. 27. Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency"?
BARRIER ANALYSIS	State of the Agency report was scheduled with the Commanding General; however, calendar conflicts precluded the accomplishments of this requirement.
STATEMENT OF IDENTIFIED BARRIER:	
OBJECTIVE:	"State of the Agency" briefing will be conducted with the Commanding General and Major Subordinate Commanders
RESPONSIBLE OFFICIAL:	EEO Director
DATE OBJECTIVE INITIATED:	11/18/2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	3/30/2012

EEOC FORM 715-01 PART I EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
State of the Agency Briefing was scheduled and cancelled in two occasions; however, hard copy was submitted for the Commanding General's review. FY12 MD-715 will be briefed to the Commanding General and separate briefings will be presented to Major Subordinate Commanders	3/30/2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	TARGET DATE (Must be specific)

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715-01 PART J
Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities

Part I Department of Agency Information	1. Agency	1. Department of Defense					
	1.a. 2 nd Level Component	1.a. Department of the Army					
	1.b. 3 rd Level or lower	1.b. US Army Europe					

Part II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY.		... end of FY.		Net Change	
		Number	%	Number	%	Number	%
	Total Work Force	1,948	100.00%	1,944	100.00%	-4	-0.20%
	Reportable Disability	149	7.64%	163	8.38%	14	9.39%
	Targeted Disability*	6	0.30%	3	0.15%	-3	-50.00%
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).						
	1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.					47	
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).						
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.					0		

Part III Participation Rates In Agency Employment Programs									
Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions	181	9	4.97%	0	0.00%	4	2.20%	168	92.81%
4. Non-Competitive Promotions	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
5. Employee Career Development Programs	1,377	115	8.35%	3	0.21%	40	2.90%	1,220	88.59%
5.a. Grades 5 - 12	1,511	135	8.93%	3	0.19%	38	2.51%	1,338	88.55%
5.b. Grades 13 - 14	333	22	6.60%	0	0.00%	8	2.40%	303	90.99%
5.c. Grade 15/SES	19	1	5.26%	0	0.00%	0	0.00%	18	94.73%
6. Employee Recognition and Awards	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
6.a. Time-Off Awards (Total hrs awarded)	324	32	9.87%	1	0.30%	10	3.08%	282	87.03%

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6.b. Cash Awards (total \$\$\$ awarded)	628	50	7.96%	0	0.00%	12	1.91%	566	90.12 %
6.c. Quality-Step Increase	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
EEOC FORM 715-01 Part J	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities								
Part IV Identification and Elimination of Barriers									
Part V Goals for Targeted Disabilities									