

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715-01 Part E

EXECUTIVE SUMMARY

The US Army Garrison (USAG) Heidelberg is one of the most beautiful cities in Germany, located 70 miles south of Frankfurt, in the heart of the Neckar Valley. It is home to vineyards, medieval castles, and fortifications.

The USAG Heidelberg conducts daily operations within the Heidelberg communities providing installation management programs and services for Commanders, Soldiers, Civilians, and family members. The USAG Heidelberg Equal Employment Opportunity (EEO) office monitors and provides support to both the USAG Mannheim and USAG Kaiserslautern communities under the USAG Baden-Wuerttemberg area of responsibility. However, this report is only applicable to the USAG Heidelberg community.

The USAG Heidelberg is a leadership extension of the Installation Management Command (IMCOM) and the Europe Region which provides Base Operations functions, contingency operations, and crisis management operations to the community. The garrison executes resource requirements, enforces army-wide standards within the garrison, and seeks efficiencies in all operations. Further Information on the USAG Heidelberg mission and structure can be found at: <http://www.heidelberg.army.mil>.

The USAG Heidelberg provides Equal Employment Opportunity (EEO) Services to 14 tenant organization EEO programs. Including the USAG Heidelberg employees, EEO provides services to over 1,602 employees encompassing includes US Army Europe and Seventh Army (USAREUR); US Army V Corps; US Army Installation Management Command, Europe Region; Europe Regional Medical Command (ERMC), and elements of the following organizations: 9th Army Signal Command (ASC); US Army Sustainment Command; US Army Contracting Command; US Army Communications and Electronics Command; US Army Criminal Investigation Command; US Army Medical Command; Training and Doctrine Command (TRADOC); in addition to a host of independent Field Operating Agencies (FOA) on the installations.

In Fiscal Year (FY) 2009, there were 1,602 Appropriated Fund (AF) employees and 494 Non-appropriated Fund (NAF) employees in the USAG Heidelberg serviced population for a total of 2,096. The AF employees show an increase of 106 employees in comparison to 1,496 for FY

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2008. These employees are employed at installations throughout the area at Heidelberg, Schwetzingen, Seckenheim, and Germersheim. Where appropriate this report used AF calculations and other times the combination of AF and NAF.

The USAG Heidelberg footprint recognized significant change and many challenges this year. The EEO office lost one Specialist and gained a new Specialist who is new to the career field. There was also a turnover of additional staff including two Administrative Assistants/EEO Technicians during this period.

The information in this report presents a snapshot by Race, National Origin (RNO), Sex, and Disability of USAG Heidelberg's overall employment participation rates as of 30 September 2009 in comparison with the FY 2009 workforce and the National Civilian Labor Force (NCLF) rates. We use the NCLF as the overall comparative due to our European location. The Census 2000 Special Tabulation assigned a three-digit Federal Information Processing Standards (FIPS) code that is unique within a state and assigned five-digit FIPS codes to county subdivisions within a state. The Census 2000 tracks the Nation's Occupations where workers work and live and the Census 2000 file contains data on the number of people employed in nearly 500 occupations, from actors to veterinarians; the data covers gender, race, ethnicity, age, etc.

The statistical data for workforce participation used in this report was obtained from the Department of Defense Civilian Personnel Data Systems (DCPDS). It is recognized that the HR database contains anomalies that affect data reporting. Upon review, it is noted that the Non-Appropriated Fund (NAF) data was included in the overall population, but their RNO was not identified impacting the statistical information as a whole. Also, the decimal points were off in the FED9 tables and the disability information is suspect. As a whole, there were many flaws within the system that have to be rectified before making a thorough, complete and accurate analysis. This report was prepared with the tables available keeping that information in mind.

Also, the Department of the Army, Equal Employment Opportunity and Civil Rights office stood up an applicant flow dataset to capture data on the applicant pool from job announcements. As a result of comparison testing on referrals, considerable inconsistencies have been identified with the data produced from the applicant pool folder in the Headquarters Army Civilian Personnel System (HQ, ACPERS) universe. It is anticipated that the validity of data will improve in the near future; however, further testing will be needed to verify integrity. There is an added problem of multiple occurrences of applicants on referrals that could potentially create inflated results by race, ethnicity, and gender categories under the FED9 analysis.

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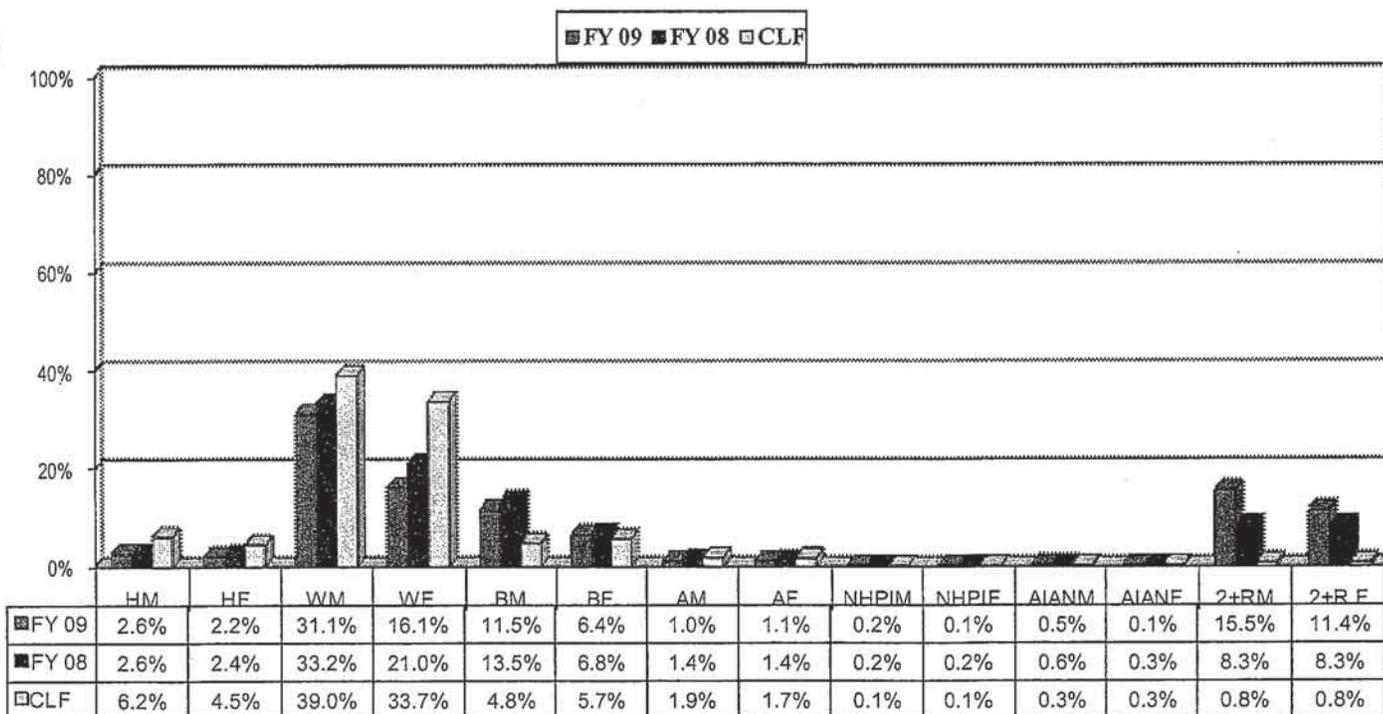
Manifested Imbalances and Conspicuous Absences (MICA) are the correct terms required by federal rulings to describe the term "under representation". Manifested Imbalances indicate that although women and minorities are present, their representation is below the CLF. Conspicuous Absence refers to an absence of women and/or minorities. Grade designations are the same as those used in DCPDS based on federal guidelines. Senior individuals are defined as those members of the Senior Executive Service or equivalent.

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SUMMARY ANALYSIS OF WORKFORCE

Total Workforce – Distribution by Race/Ethnicity and Sex:

During FY 2009, the USAG Heidelberg workforce included 1,602 Appropriated Fund (AF) and 494 Non-Appropriated Fund (NAF), employees for a total workforce of 2,096. Overall, females make up 35.76% and males make up 64.23% of the total workforce. Males are above the National Civilian Labor Force (NCLF) of 53.3% and females are below the 46.7% NCLF. For FY 2009, there was an increase of 106 employees in the total workforce. When viewed by gender, Hispanic males and females and White females are significantly below their participation rates as compared to the NCLF; Hispanic males 2.6% v. 6.2%; Hispanic females 2.2% v. 4.5%; White females 16.1% v. 33.7%. There are no groups completely absent from the USAG Heidelberg workforce. The table below represents a snapshot of the garrison's overall employee participation rates in comparison with the National Civilian Labor Force rates by Race/Ethnicity and Sex.



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Federal Categories (FED9): The EEOC requires agencies to report their workforce data by aggregating it into nine employment categories. These categories are more consistent with those used by the EEOC in private sector enforcement and permit better analysis of trends in the federal workplace than previously used categories. The Commission has created a Census/OPM Occupation Cross-Classification Table by OPM Occupational Code (crosswalk) which assists agencies in determining the category in which to place a position through use of the position's OPM or SOC codes or the OPM or Census Occupation Title. This crosswalk is intended as general guidance in cross-classifying OPM occupational codes to the EEO nine categories.

The nine job category titles are: Officials and Managers; Professionals; Technicians; Sales; Administrative Support Workers; Craft Workers (skilled); Operatives (semi-skilled); Laborers (unskilled); and Service Workers.

SUMMARY OF FED9 CATEGORIES BY RNO

Category 1: Officials and Managers: Comprises occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further divided into four sub-categories: (1) Executive/Senior-Level, (2) Mid-Level, (3) First-Level, and (4) Other. When an employee is classified as a supervisor or manager, that employee should be placed in the Officials and Managers category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the First-Level sub-category of Officials and Managers, those at the GS-13 or 14 should be in the Mid-Level sub-category and those at GS-15 or in the SES should be in the Executive/Senior-Level sub-category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in these three sub-categories. The fourth sub-category, called "Other," contains employees in a number of different occupations which are primarily business, financial, and administrative in nature, and do not have supervisory or significant policy responsibilities.

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FY 2009: White participation rates for both males and females remained below the CLF as did White females. Black male and female participation rates were significantly above the CLF. Native Hawaiian males and females were represented this year, but were not represented in the CLF and females were absent in our organization last year. American Indian/Alaskan Native females are absent this year.

FED9 Category 1: Officials and Managers	CLF	FY 2009	FY 2008
Male	61.40%	68.20%	64.06%
Female	38.60%	31.97%	35.93%
Hispanic Male	3.30%	4.54%	3.22%
Hispanic Female	2.40%	1.88%	2.20%
White Male	52.10%	47.96%	44.06%
White Female	30.60%	19.90%	22.88%
Black Male	2.80%	11.44%	11.86%
Black Female	3.50%	7.83%	7.62%
Asian Male	2.10%	1.09%	1.69%
Asian Female	1.30%	1.25%	2.71%
Native Hawaiian Male	0.00%	0.31%	0.33%
Native Hawaiian Female	0.00%	0.15%	0.0%
AI/AN Male	0.20%	0.47%	0.84%
AI/AN Female	0.20%	0.00%	0.16%
Two or More Races Male	0.70%	2.19%	2.03%
Two or More Races Female	0.50%	0.94%	0.33%

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Category 2: Professionals: Comprises occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors, and kindred workers.

FY 2009: Participation rates for White and Black males remained high at 48.04% and 10.67% respectively. Although Black males are slightly lower than last year, they are almost triple that of the CLF. White females remained low at 22.17%, slightly lower than in FY 2008. Hawaiian females and American Indian males are absent in this category for this year.

FED9 Category 2: Professionals	CLF	FY 2009	FY 2008
Male	46.3%	68.17%	65.5%
Female	53.7%	31.82%	34.49%
Hispanic Male	2.29%	2.66%	2.66%
Hispanic Female	2.80%	2.25%	1.43%
White Male	37.10%	48.04%	46.40%
White Female	42.30%	22.17%	25.46%
Black Male	2.70%	10.67%	11.29%
Black Female	4.90%	4.31%	4.72%
Asian Male	3.20%	2.25%	2.25%
Asian Female	2.60%	1.23%	1.23%
Native Hawaiian Male	0.00%	0.41%	0.20%
Native Hawaiian Female	0.00%	0.00%	0.20%
AI/AN Male	0.20%	0.20%	0.20%
AI/AN Female	0.30%	0.00%	0.41%
Two or More Races Male	0.60%	3.90%	2.46%
Two or More Races Female	0.80%	1.84%	1.02%

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Category 3: Technicians: Comprises occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, nurses (licensed, practical or vocational), photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.

FY 2009: White males increased from 26.58% to 34.24%. Hispanic females doubled that of the CLF with a slight increase in FY 2009. White females are lower from FY 2008 with 24.65% in FY 2009 and 29.11% in FY 2008. Black males remain almost triple that of the CLF, although slightly lower than FY 2008. Asian males are absent from this category this year, as are Hawaiian males and females and American Indian females.

FED9 Category 3: Technicians	CLF	FY 2009	FY 2008
Male	42.20%	54.79%	50.63%
Female	57.80%	45.20%	49.36%
Hispanic Male	3.30%	2.73%	3.79%
Hispanic Female	3.40%	8.21%	7.59%
White Male	32.20%	34.24%	26.58%
White Female	43.20%	24.65%	29.11%
Black Male	3.40%	12.32%	15.18%
Black Female	7.60%	6.84%	10.12%
Asian Male	2.20%	0.00%	1.26%
Asian Female	2.40%	2.73%	1.26%
Native Hawaiian Male	0.10%	0.00%	0.00%
Native Hawaiian Female	0.00%	0.00%	0.00%
AI/AN Male	0.30%	4.10%	3.79%
AI/AN Female	0.40%	0.00%	0.00%
Two or More Races Male	0.70%	1.36%	0.00%
Two or More Races Female	0.90%	2.73%	1.26%

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Category 4: Sales: Comprises occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and sales clerks, grocery clerks, cashiers/checkers, and kindred workers

FY 2009: The tables do not show representation for this category in FY 2008. In FY 2009 however, White males are less than half of their CLF with White females very close to their CLF. Black females depict a staggering 26.92% as compared to their CLF at 5.50%. Absent from this category are several: Hispanic males, Black males, Asian females, Hawaiian males, and American Indian males.

FED9 Category 4: Sales	CLF	FY 2009	FY 2008
Male	49.50%	26.92%	%
Female	50.50%	73.07%	%
Hispanic Male	4.00%	0.00%	%
Hispanic Female	4.90%	3.84%	%
White Male	39.50%	15.38%	%
White Female	37.00%	30.76%	%
Black Male	3.10%	0.00%	%
Black Female	5.50%	26.92%	%
Asian Male	1.80%	3.84%	%
Asian Female	1.80%	0.00%	%
Native Hawaiian Male	0.00%	0.00%	%
Native Hawaiian Female	0.10%	3.84%	%
AI/AN Male	0.20%	0.00%	%
AI/AN Female	0.30%	3.84%	%
Two or More Races Male	0.90%	7.69%	%
Two or More Races Female	0.90%	3.84%	%

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Category 5: Administrative Support Workers: Comprises all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.

FY 2009: Hispanic males are slightly lower than last year and lower than their CLF. Hispanic females are slightly higher than last year at 4.36% in FY 2009 from 3.98% in FY 2008, but lower than their CLF at 6.70%. White females are less than half of their CLF and slightly lower in FY 2009 at 26.98% from 34.95% in FY 2008. Black females are almost double their CLF (8.9%), with their FY 2009 participation rate at 17.85%. Hawaiian males were absent from this category.

FED9 Category 5: Admin Support Workers	CLF	FY 2009	FY 2008
Male	24.40%	44.84%	39.82%
Female	75.60%	55.15%	60.17%
Hispanic Male	2.90%	1.98%	3.53%
Hispanic Female	6.70%	4.36%	3.98%
White Male	16.50%	17.85%	14.60%
White Female	56.30%	26.98%	34.95%
Black Male	3.30%	21.82%	19.46%
Black Female	8.90%	17.85%	18.14%
Asian Male	1.00%	0.39%	0.44%
Asian Female	2.00%	1.98%	0.00%
Native Hawaiian Male	0.00%	0.00%	0.00%
Native Hawaiian Female	0.10%	0.39%	0.88%
AI/AN Male	0.10%	0.79%	0.88%
AI/AN Female	0.50%	0.79%	0.44%
Two or More Races Male	0.40%	1.98%	0.88%
Two or More Races Female	1.20%	2.77%	1.76%

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Category 6: Craft Workers (skilled): Comprises manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work, exercising considerable independent judgment and usually receiving an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

FY 2009: Males totally dominated this group with 100% of the participation rate for FY 2009. Hispanic males are represented this year at 25.00% as are Black males at the same rate; both were absent last year. White males are at 50.00% this year, down from their 100% participation rate in FY 2008.

FED9 Category 6: Craft Workers	CLF	FY 2009	FY 2008
Male	94.50%	100.00%	100.00%
Female	5.50%	0.00%	0.00%
Hispanic Male	11.90%	25.00%	0.00%
Hispanic Female	0.60%	0.00%	0.00%
White Male	72.50%	50.00%	100.00%
White Female	3.90%	0.00%	0.00%
Black Male	6.20%	25.00%	0.00%
Black Female	0.60%	0.00%	0.00%
Asian Male	1.50%	0.00%	0.00%
Asian Female	0.20%	0.00%	0.00%
Native Hawaiian Male	0.10%	0.00%	0.00%
Native Hawaiian Female	0.00%	0.00%	0.00%
AI/AN Male	0.80%	0.00%	0.00%
AI/AN Female	0.10%	0.00%	0.00%
Two or More Races Male	1.40%	0.00%	0.00%
Two or More Races Female	0.00%	0.00%	0.00%

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Category 7: Operatives (semiskilled): Comprises workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level that can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, machine operators (knitting, looping, taping and weaving), welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.

FY 2009: Overall the participation rate for females remained nearly four times below the CLF; the Hispanic male rate remained over 2.5 times that of the CLF, and absent from this category for FY 2009 are Hispanic females, Asians, Hawaiians American Indians.

FED9 Category 7: Operatives	CLF	FY 2009	FY 2008
Male	71.80%	92.10%	82.53%
Female	28.20%	7.89%	17.46%
Hispanic Male	10.80%	3.94%	4.76%
Hispanic Female	5.09%	0.00%	3.17%
White Male	48.40%	32.89%	25.39%
White Female	16.30%	5.26%	7.93%
Black Male	8.90%	48.68%	46.03%
Black Female	4.50%	2.63%	6.34%
Asian Male	2.00%	2.63%	1.58%
Asian Female	1.60%	0.00%	0.00%
Native Hawaiian Male	0.10%	0.00%	0.00%
Native Hawaiian Female	0.00%	0.00%	0.00%
AI/AN Male	0.50%	0.00%	0.00%
AI/AN Female	0.20%	0.00%	0.00%
Two or More Races Male	1.10%	3.94%	4.76%
Two or More Races Female	0.30%	0.00%	0.00%

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Category 8: Laborers (unskilled): Comprises workers in manual occupations that generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment, including: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.

FY 2009: The table shows that there are no category 8 employees.

Category 9: Service Workers: Comprises workers in both protective and non-protective service occupations and includes: attendants (hospital and other institutions, professional and personal service, including nurse's aides and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.

FY 2009: The male participation rate is significantly higher than that of the CLF while females remained significantly lower than the CLF. Black males are more than double that of their CLF. White females are higher than last year, but significantly lower than their CLF. White males are significantly higher at 40.69% than their CLF at 25.0%. Hispanic females at 2.87% are more than 2.5 times below their CLF and drastically less than the 12% for FY 2008. Hawaiians and American Indian males and females were not represented last year, but represented this year.

FED9 Category 9: Service Workers	CLF	FY 2009	FY 2008
Male	40.6%	64.23%	60.00%
Female	59.4%	35.76%	40.00%
Hispanic Male	6.60%	3.43%	4.00%
Hispanic Female	7.90%	2.87%	12.00%
White Male	25.0%	40.69%	22.00%
White Female	38.0%	21.09%	18.00%
Black Male	6.20%	15.04%	32.00%
Black Female	9.60%	8.42%	8.00%
Asian Male	1.60%	1.37%	2.00%
Asian Female	1.90%	1.43%	2.00%
Native Hawaiian Male	0.10%	0.24%	0.00%
Native Hawaiian Female	0.10%	0.18%	0.00%
AI/AN Male	0.40%	0.62%	0.00%
AI/AN Female	0.50%	0.18%	0.00%
Two or More Races Male	0.90%	2.80%	0.00%
Two or More Races Female	1.2%	1.56%	0.00%

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TOTAL WORKFORCE – DISTRIBUTION BY DISABILITY

Overall, the number of individuals claiming a disability has risen from 6.18% in FY 2008 to 7.87% in FY 2009; an increase of three employees from 123 to 126. Of the 1602, total Appropriated Fund (AF) employees, three have a Targeted Disability, representing 0.18%, which is well below the Federal High of 2.16%. Information is taken from the Data Table Summary Report and Table B1: Total Workforce – Distribution by Disability.

The three individuals with a Targeted Disability are in the following occupations: General Engineering, YD-801-02; Education Services, YA-1740-02; and, General Education and Training, YA-1701-02. The breakout for the Targeted Disabilities is as follows: partial paralysis, total paralysis, and convulsive disorder.

Individuals With Disability

Individuals With Disabilities	FY 2009	FY 2008	FY 2007
No Disability	89.63%	91.34%	91.57%
Not Identified	2.49%	2.46%	2.16%
Disability	7.87%	6.18%	6.26%
Targeted Disability	0.18%	0.15%	0.23%
Deafness	0.00%	0.00%	0.00%
Blindness	0.00%	0.00%	0.00%
Missing Limbs	0.00%	0.00%	0.00%
Partial Paralysis	33.33%	33.00%	20.00%
Total Paralysis	33.33%	0.00%	20.00%
Convulsive Disorder	33.33%	33.33%	20.00%
Mental Retardation	0.00%	0.00%	0.00%
Mental Illness	0.00%	33.33%	40.00%
Distortion of Limb/Spine	0.00%	0.00%	0.00%

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SUMMARY ANALYSIS OF TOP SERIES

The Top Series in the USAG Heidelberg community is 0301 - Miscellaneous Administration: 251 employees; 2210 - Information Technology Management: 143 employees; 0201 - Human Resource Management: 90 employees; 0343 - Management Program Analyst: 72 employees; and 0346 - Logistics Management: 69 employees. Women were significantly below their participation rates in the Miscellaneous Administration, Information Technology Management, and Logistics Management series; but, above the participation rates in Human Resource Management and Management Program Analyst series. Blacks were below the participation rates in the following categories: Miscellaneous Administration, Human Resource Management, Management Program Analyst, and Logistics Management. Asians overall were comparable to their participation rates, with the exception of being high in Logistics Management and low in Human Resource Management. American Indians were higher in their participation rates in Logistics Management, but absent in Miscellaneous Administration, Human Resource Management, and Management Program Analyst series. Individuals with Disabilities were absent in the top five job series categories.

Top Series	% Workforce	0301 - Misc Admin	2210 - Info. Tech. Mgmt.	0201 - Human Resource Mgmt.	0343 - Mgmt. Program Analyst	0346 - Logistics Mgmt.
Male FY 2009	64.23%	73.70%	88.81%	56.66%	48.61%	85.50%
Male FY 2008	60.82%	73.83%	87.31%	51.13%	43.47%	82.05%
Female FY 2009	35.76%	26.29%	11.18%	43.33%	51.38%	14.49%
Female FY 2008	39.17%	26.16%	12.68%	48.86%	56.52%	17.94%
Hispanic FY 2009	6.30%	7.17%	7.69%	6.66%	9.72%	7.24%
Hispanic FY 2008	6.08%	5.60%	5.97%	3.40%	7.60%	3.84%
White FY 2009	61.79%	70.51%	60.13%	65.55%	70.83%	63.76%
White FY 2008	63.03%	73.83%	61.94%	63.63%	65.21%	56.41%
Black FY 2009	23.47%	16.73%	22.37%	17.77%	13.88%	17.39%
Black FY 2008	23.46%	14.48%	24.62%	23.86%	16.30%	29.48%
Asian/PI FY 2009	2.80%	1.99%	2.09%	1.11%	2.77%	4.34%
Asian/PI FY 2008	3.27%	3.27%	2.23%	1.13%	6.52%	3.84%
AI/AN FY 2009	0.81%	0.00%	0.69%	0.00%	0.00%	1.44%
AI/AN FY 2008	1.00%	0.00%	0.74%	1.08%	1.13%	1.23%
IWD (targeted) FY 2009	2.58%	0.00%	0.00%	0.00%	0.00%	0.00%
IWD (targeted) FY 2008	2.58%	0.00%	0.00%	0.00%	0.00%	0.00%

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SUMMARY ANALYSIS OF AWARDS BY PERFORMANCE LEVEL/RNO AND SEX

The organizations dispensed \$149,132 to 811 employees in conjunction with performance evaluations. As of this reporting period, 156 employees had not received a rating of record. There were some discrepancies in the distribution of awards and on Table A13-3. The EEO office will pursue this further to determine the cause and location of the discrepancies.

Level 1 (Unacceptable): Two employees were rated as Unacceptable: one White male and one White female, with neither receiving performance awards.

Level 2 (Between Satisfactory and Unacceptable): Seven employees were rated at Level 2: one White male, four Black males, and two Black Females, with none receiving performance awards.

Level 3 (Fully Successful): Five hundred thirty (530) employees received a Level 3 rating with performance awards totaling \$8,204. Hispanics, Black females, Asians, Hawaiians, and American Indians received less than the average amount awarded or no monetary award at all, according to Table A13-3 figures.

LEVEL 3 (FULLY SUCCESSFUL) AWARD DISTRIBUTIONS

Category	Amount	Category	Amount
Average Male	\$500	Average Female	\$500
Hispanic Male	\$0	Hispanic Female	\$0
White Male	\$500	White Female	\$500
Black Male	\$500	Black Female	\$0
Asian Male	\$0	Asian Female	\$0
AI/AN Male	\$0	AI/AN Female	\$0
Hawaiian Male	\$0	Hawaiian Female	\$0
Two or More Races Male	\$0	Two or More Races Female	\$0

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Level 4 (Between Outstanding and Fully Successful): Five hundred nine (509) Level 4 rated employees received performance awards totaling \$18,435. Hispanic males, Asian females, Hawaiians, and American Indians were absent from receiving monetary awards in this category according to Table A13-3 figures.

LEVEL 4 (BETWEEN OUTSTANDING AND FULLY SUCCESSFUL) AWARD DISTRIBUTIONS

Category	Amount	Category	Amount
Average Male	\$929.50	Average Female	\$900
Hispanic Male	\$0	Hispanic Female	\$800
White Male	\$1000	White Female	\$900
Black Male	\$800	Black Female	\$1073
Asian Male	\$300	Asian Female	\$0
AI/AN Male	\$0	AI/AN Female	\$0
Hawaiian Male	\$0	Hawaiian Female	\$0
Two or More Races Male	\$1000	Two or More Races Female	\$0

Level 5 (Outstanding): Two hundred two (202) Level 5 rated employees received performance awards totaling \$122,493. The average performance award amounts were higher for females at \$2,194.50 as opposed to \$1,161 for males. Asians, Hawaiians, and American Indian females were absent from receiving monetary awards at this level according to Table A13-3.

LEVEL 5 (OUTSTANDING) AWARD DISTRIBUTIONS

Category	Amount	Category	Amount
Average Male	\$1161	Average Female	\$2194.50
Hispanic Male	\$1000	Hispanic Female	\$1862
White Male	\$1462	White Female	\$2200
Black Male	\$850	Black Female	\$2303
Asian Male	\$0	Asian Female	\$0
AI/AN Male	\$2754	AI/AN Female	\$0
Hawaiian Male	\$0	Hawaiian Female	\$0
Two or More Races Male	\$1700	Two or More Races Female	\$0

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MODEL PROGRAM SUMMARY

The USAG Heidelberg conducted its annual self-assessment against the MD 715 "Six Essential Elements" of the Model EEO Program by comparing FY 2008 with the current state of the organization in order to determine FY 2009 accomplishments. Elements assessed were: Demonstrated Commitment from the garrison's Leadership; Integration of EEO into the garrison's Strategic Mission; Management and Program Accountability; Proactive Prevention of Unlawful Discrimination; Efficiency; and Responsiveness and Legal Compliance. Annual assessments of the six essential elements, to include identifying strengths and weaknesses and making corrections where warranted, ensures employees, customers and applicants for employment serviced by the USAG Heidelberg EEO office receive services consistent with the tenets of the Model EEO Program.

During the previous fiscal year assessment, some weaknesses were identified among the six essential elements as indicated in Part H of this report. Accomplishments have been made toward correcting and eliminating the majority of those weaknesses. Remaining weaknesses are slated for correction in FY 2010.

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; that EEO policy statements have been communicated to all employees; and that the Agency EEO policy is vigorously enforced by agency management.

Strengths: All EEO policies are updated annually and posted on the Garrison website. The most current letters for the September 2009 period are in the process of coordination and obtaining signatures for the USAG Heidelberg. The policy letter process was undergoing change this year for all policies, including renumbering. This office was also responsible for crafting the policy letters for the Commander, USAG Baden-Wuerttemberg; the Commander, Europe Regional Medical Command (ERMC); the Chief of Staff, US Army Europe; and, provided input into the Commanding General, US Army Europe, policy letters.

Posted EEO Policies/Materials:

The USAG Heidelberg EEO Office has authored several materials this year. Two pamphlets were created for in-processing and one pamphlet for advertising the Workforce Recruitment Program (WRP). The EEO Counselor and Complaint Process posters were recreated this year and placed in distribution and also distributed throughout the community via electronic mail.

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Mission Personnel Participated in Community Outreach/Recruitment Programs:

The EEO Officer participated in many volunteer activities throughout the year and presented EEO program information in various forums.

Demonstrated value of EEO to the agency and employees (seek input using surveys and /sensing sessions, etc):

The USAG Heidelberg EEO Office conducted several sensing sessions and climate assessments. Many other offices requested assistance in their communities as well.

Deficiencies:

Posted EEO Policies/Materials:

Procedures for Reasonable Accommodation requests have not been posted to the web or internet sites due to the unavailability of a webmaster. The EEO Office has a plan to develop, implement, and maintain the EEO portion of the organizational website which will include, but is not limited, to Reasonable Accommodation procedures.

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; that the EEO Officer has appropriate authority and resources to effectively carry out the program; that EEO has 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 and personnel actions; agency head; and sufficient human resources and budget are allocated to the EEO program.

Strengths: USAG Heidelberg Leaders, and both EEO and CPAC officials continue to implement procedures to ensure EEO offices are included in agency-level discussions and decisions that impact recruitment, training, career development, succession planning, BRAC, A-76 and other changes that impact the workforce. The EEO Officer actively participated on many councils and committees allowing her to oversee training, career development, workforce changes, and provide input and advice.

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Do EEO Officials have knowledge, skills, abilities, etc., to carry out a successful EEO Program:

Although the EEO staff possesses the knowledge, skills and abilities to carry out a successful EEO Program, the EEO Officer has made requests for continued training due to the high turnover of staff over the past two years. Training requested includes Boxi, iComplaints, and the EEO Reporter. All staff members attended the Department of the Army's required Recertification Counselor Training; with all staff members achieved counselor recertification.

This organization is part of a non-enduring footprint that makes filling vacancies difficult.

Is EEO present during agency deliberations prior to decisions regarding recruitment strategies, succession planning, etc.:

The EEO Officer actively participated on many councils/committees allowing her to oversee training, career development, workforce changes, and provide input and advice in a multitude of areas.

The EEO officer is a member of the USAG Heidelberg (indirect report) and USAG Baden-Wuerttemberg (direct report) Strategic Planning Committee. She is also a part of the Commander's Executive Quality Council.

Is EEO included in strategic planning:

The EEO Officer participated in the development of a "Guide to Developing, Implementing, and Monitoring Strategic Goals, Action Plans, and Objectives" used throughout the Garrison for strategic planning and annotating the strengths and weaknesses within the Garrison. The EEO Officer is a member of the USAG Heidelberg (indirect report) and USAG Baden-Wuerttemberg (direct report) Strategic Planning Committee. She is also a part of the Commander's Executive Quality Council.

Funding/EEO Personnel Resources:

The EEO office lost one Specialist and two EEO Technicians during this reporting period, none of which will be replaced due to the organization's non enduring status, with 2012 being the unofficial expected closure year. All programs are in green status and all elements are above 93%; however, with current staffing, funding, and approaching closure as a non-enduring organization, the ability to continue at this level is more than challenging.

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Special Emphasis Program:

The EEO Office addressed and corrected an ongoing challenge with SEP Managers changing jobs and locations within the year of appointment by appointing EEO Specialists to each of the programs and establishing an Executive Quality Council to ensure consistency and support for all areas and remaining in compliance with prescribed CLS guidance, SSP F.

Analysis training was conducted for our Special Emphasis Committee and Executive Council by using the MD715 input from last year. This training was conducted to ensure the counsel and committee understood their roles and what an actual analysis looked like. These sessions were conducted on a weekly basis for several months. The following subjects were included in the training sessions:

- Special Emphasis Programs
- Special Emphasis Committees
- Merit Promotion and Placement
- MD 715 Barrier Analysis
- MD 715 Trends Analysis and Use of Data

The EEO Officer was the community's leading advocate for the Workforce Recruitment Program. The EEO office was extremely fortunate to have an exceptional WRP student assigned during FY 2009. She and the EEO Officer were involved in advertising and marketing the program from the largest tenant organization in our community down to the smallest garrison-level activities.

Both of them attended community events focusing on family and children of military personnel who may be interested in becoming a student under the program. They were also the focal point of several articles in the local newspaper and other news events.

Our National Disability Employment Awareness month event consisted of a speaking engagement from the Director of the Illinois Department of Veterans Affairs, Director Tammy L. Duckworth. A wounded warrior herself, Ms. Duckworth was able to address active duty soldier issues, along with Veteran's issues. Ms. Duckworth, a double amputee, was able to visit wounded warriors at Landstuhl Regional Medical Center and also meet the physicians and nurses who saved her life and provided her with her prosthesis.

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The EEO Officer was invited to be the guest speaker at USAG Mannheim for their Women's History Month event where she gave an inspirational speech that covered her career in the public school system, to her Presidency of the Rock Island Education Association, and ultimately to her civil service career.

While working closely with our Equal Opportunity (EO) community during Black History Month, Women's History Month, Asian American/Pacific Islander Month, Women's Equality Day, Hispanic Heritage Month, and Native American/American Indian Month, we used all opportunities as an event to publish our actions within the community and to educate our employees about the overall workforce.

ELEMENT C – MANAGEMENT AND PROGRAM ACCOUNTABILITY:

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; EEO and personnel must meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives; EEO program officials are required to provide regular (monthly/quarterly/semi-annually) updates to management/supervisory officials.

Strengths:

Managers/Supervisors Accountability:

Every month, the EEO Officer is responsible for briefing the indirect and direct Commanders on the "State of the EEO Program." She conducts Staff Assistance Visits (SAVs) and Command Inspections of the indirect EEO offices.

EEO/CPAC/Legal Meetings:

The EEO Officer was responsible for resurrecting the Civilian Personnel, Legal, and EEO (CLE) meetings. They were conducted on a monthly basis and went a long way in clearing up any issues and keeping everyone informed.

Did supervisors receive initial and refresher EEO training on their responsibilities to include ADR:

The EEO office provided the community with 12 training sessions this year. These sessions included EEO Supervisory training, Prevention of Sexual Harassment training, NoFEAR training, Alternative Dispute Resolution training, Individuals with Disabilities training, and Reasonable Accommodation procedures. Separate organizations and Directors requested 22 additional sessions for POSH training, 8 additional requests for EEO Supervisory training, and a Mediation course during this fiscal year. This office also conducted 42 in-processing EEO orientation sessions for employees and military supervisors new to the community.

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Deficiencies:

With so many training sessions conducted, it was surprising to find that only 657 employees were trained out of our 2096 population (approximately 32%). Plans are underway to discuss courses of action to correct this deficiency.

Did EEO provide regular updates to managers/supervisory officials:

USAG Heidelberg provided organizational EEO briefings to 14 Directors/Tenant Commanders during FY09. EEO briefings were also conducted for USAG Heidelberg and Baden-Wuerttemberg (including all indirect commanders and direct staff directorates) on a weekly basis with a topic of concern addressed at virtually every meeting.

Did EEO review disability accommodation decisions/actions/track for trends:

USAG Heidelberg formed a Reasonable Accommodation Committee comprised of representatives from CPAC, SJA, and EEO. They reviewed Reasonable Accommodation requests and provided advice and suggestions to management.

Deficiencies:

Reasonable Accommodation procedures are not posted on our organization's website. The EEO Office is planning to create an EEO section within our organization's website. In that area, we will publish the Reasonable Accommodation procedures.

Did EEO provide regular updates to managers/supervisory officials:

The USAG Heidelberg EEO Officer and staff provided regular updates on a continuing basis.

ELEMENT D – PROACTIVE PREVENTION:

Requires that the agency head makes early efforts to prevent discriminatory actions and eliminates barriers to equal employment practices in the workplace.

Strengths:

The EEO Officer met regularly with Commanders, Managers and Directors to provide statistical and trend analysis and to remind leadership of their obligation to prevent discrimination. The EEO Officer and staff also conducted sensing sessions for organizations that requested assistance.

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Training:

The EEO office provided the community with 12 training sessions this year. These sessions included: EEO Supervisory training, Prevention of Sexual Harassment training, NoFEAR training, Alternative Dispute Resolution training, Individuals with Disabilities training, and Reasonable Accommodation procedures. Separate organizations and Directors requested 22 additional sessions for POSH training, 8 additional requests for EEO Supervisory training, and a Mediation course during this fiscal year. This office also conducted 42 in-processing EEO Orientation sessions for employees and military supervisors new to the community. This office also received a specific request from an indirect Commander to provide eight hours worth of training concerning EEO, Power in the Workplace, and Respect for others in light of current case law.

Miscellaneous Training:

The EEO Office provided managers with special training sessions encompassing the following areas:

- Evolution of EEO
- EEO Laws and Regulations
- Retaliation
- The Workforce Recruitment Program
- Merit Systems Principles
- Prohibited Personnel Practices
- How Not to be Named in an EEO Complaint
- Causes and Effects of Discrimination - Power
- Values, Attitudes and Beliefs
- Eliminating the Impact of Stereotypes, Myths, and Prejudice
- Introduction to the ADA Amendments Act of 2008
- The Douglas Factors

Did Managers/EEO identify barriers, track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD 715 standards:

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Recruitment efforts were, for the most part, announced locally or on CPOL. No specific recruitments were targeted to any certain group or area with the exception of Individuals with Disabilities due to our non-enduring status.

Were analyses to identify and remove unnecessary barriers to employment conducted throughout the year/Trend of analysis of workforce conducted:

Analysis training was conducted for our Special Emphasis Committee and Executive Council by using the MD715 input from last year. This training was conducted to ensure the counsel and committee understood their roles and how to analyze data. These sessions were conducted on a weekly basis for several months. The following topics were included in the training sessions:

- Special Emphasis Programs
- Special Emphasis Committees
- Merit Promotion and Placement
- MD 715 Barrier Analysis
- MD 715 Trends Analysis and Use of Data

Deficiencies: The opportunity to obtain mandated training in this community could not have been easier. Flyers were distributed among the community and major tenant organizations. The dates were briefed at community updates and posted in advance in the local newspaper. On-line training was available for employees. Letters were sent to Commanders concerning the state of their EEO programs, including EEO training statistics. The Chief of Staff, USAREUR, published a letter on behalf of the Commanding General, to the field instructing employees and supervisors to schedule their EEO training. The Regional Director, IMCOM-E, instructed her employees to attend training. This office scheduled weekly dates to ensure all employees had multiple dates from which to choose. However, with all of the aforementioned EEO training opportunities, our statistics revealed a tragically low EEO trained percentage, given the effort committed to making training dates readily accessible for all employees. This will be a subject of discussion and planning within the next two months.

ELEMENT E – EFFICIENCY:

Requires the agency head 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.

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Are resources provided to conduct effective audits of field efforts to obtain model program:

The Garrison EEO officer verified Part G checklists and provided documentation for checked responses. Complaint data was compared with various sources, the 462 report, the Installation Status Report (ISR), etc. The EEO Officer alerted the indirect Garrison EEO offices to ensure discrepancies are corrected in the system. Similar crosswalk was made for CLS input. The EEO officer's project POC assists and clarifies indirect input data.

Reasonable Accommodation Requests:

USAG Heidelberg had three requests for Reasonable Accommodations, with two handled expeditiously and the third not yet finalized as of this report due to the unavailability of the employee. A fourth request was recently initiated, but has not yet been finalized as of this report. In that situation, the CAP program will be used for the most current, appropriate equipment available to an employee. In speaking with many supervisors in the community, they found it second nature to assist employees who have issues or difficulties. They were open to shifting work schedules, purchasing chairs, and becoming creative in assisting employees immediately. However, with this kind of support, it can be difficult to capture all their good work.

New EEO Counselor/Refresher Training:

The EEO officer and staff conducted the DA Certified EEO Counselor Course for the USAG Heidelberg, Mannheim, and Kaiserslautern communities. Several EEO practitioners availed themselves of this opportunity from outlying areas. Our collateral duty counselors were also able to attend, thereby negating the need for Refresher training for this year.

ADR:

The EEO office provided a Mediation Course at the beginning of the fiscal year. Several articles were written in the local newspaper, with advertising and marketing flawlessly executed resulting in having to turn people away. The course was open to military and civilians with civilians having first priority. Since people were turned away we developed a waiting list for future courses. We graduated 38 (out of 40) certified mediators from the Defense Equal Opportunity Management Institute's (DEOMI) Mediation Certification Course.

Deficiencies: Even with certified mediators on hand, employees did not readily avail themselves of the opportunity to use the program.

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Complaint Processing

EEO Complaints filed:

- In FY 2009, there were 31 pre-complaints and 32 formal complaints filed. In FY 2008, there were 35 pre-complaints and 43 formal complaints filed.

- The top issues in formal complaints filed in FY 2009 were non-sexual harassment (6); terms and conditions of employment (4); evaluations/appraisals (3); and, termination (3). The top bases were Reprisal (5); Race – Black (4); and Age (4).

ROI: If IRD has not assigned an investigator within 30 calendar days, an email is generated requesting the status. The Specialist working that case monitors the status of the investigation and if more than 150 days elapse, contacts the assigned investigator to inquire as to the ROI status. As required, the EEO Officer communicates with the Regional EEO Officer to advise on the status or voice EEO concerns.

FAD: After the 40th day, the Specialist working the case will request the status of FADs and/or FAAs, via email, from the EEOCCR if they have not been input into the complaints system (iComplaints) or received in the EEO Office. After the 50th day, the EEO Officer will inquire as to the status with EEOCCR.

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EEO Pre-Complaints*

* as taken from 462 Report	FY 2009	FY 2008
Number of Pre-Complaints	31	35
Non-ADR Settlements	3	3
ADR Non-Monetary Settlements	0	1
Counseled < 30 Days	31	31
Counseled > 30 Days	2	2
Open Complaints	1	3

EEO Formal Complaints*

Formal Complaints FY 2009 – 32 Total

* as taken from 462 Report	Number	Days / Average
Withdraw	2	317 / 105
Settled	3	3,245 / 295
Final Agency Decision (FAD)	9	5,635 / 512
FAD with Administrative Judge (AJ)	4	2,387
Final Agency Merit Decision	6	358 / 59

Formal Complaints FY 2008 – 43 Total

* as taken from 462 Report	Number	Days / Average
Withdraw	3	317 / 105
Settled	11	3,245 / 295
Final Agency Decision (FAD)	11	5,635 / 512
FAD with Administrative Judge (AJ)	5	4,005
Final Agency Merit Decision	3	333 / 111

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EEO Formal Complaints FY 2009 / FY 2008

Bases

Bases	FY 2009	FY 2008
Reprisal	5	7
Race - Black	4	5
Age	4	3
Sex - Male	2	2
Sex - Female	2	2
Disability - Physical	2	2
Color	2	0
Race - White	1	1
Religion	1	2
Other	1	0
Disability - Mental	0	2
National Origin - Hispanic	0	1

The Top Bases were: Reprisal, Race - Black, and Age

EEO Formal Complaints FY 2009 / FY 2008

Issues

Issues	FY 2009	FY 2008
Non-Sexual Harassment	6	5
Terms / Conditions Employment	4	4
Evaluation / Appraisal	3	2
Termination	3	1
Promotion / Non-Selection	2	3
Time and Attendance	2	0
Other	1	1
Suspension	1	0
Appointment / Hire	0	1
Awards	0	1
Reprimands	0	1
Duty Hours	0	1

The Top Issues were: Non-Sexual Harassment, Terms / Conditions of Employment, and Evaluations / Appraisals

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Summary Of Accomplishments And Actions Taken Relative To Part I:

The USAG Heidelberg EEO Staff briefed the SEP Committee Managers on low participation rates identified in MD 715 FY09. They reviewed recruitment strategies, including updating contacts with previously identified local organizations, such as the Wounded Warriors Program officials, the local Veterans of Foreign Wars, the Soldier and Family Support Center, and many others.

The EEO Office hosted the annual Employees with Disabilities Awareness Month event featuring a guest speaker, Ms. Tammy L. Duckworth, the Director, Illinois Veterans Affairs. A Wounded Warrior and double amputee herself, Ms. Duckworth provided the audience with an insightful perspective and experience that this community has not seen. An impressive, courageous person, she was able to meet the nurse that saved her life and the physician who equipped her with the prosthesis. She also toured the Warrior Transition Unit and the Landstuhl Regional Army Medical Center. In addition, the EEO office authored several newspaper articles regarding Individuals with Disabilities to educate the community on special authorities in hiring Individuals with Disabilities.

The EEO Officer was very active this year in the Workforce Recruitment Program (WRP). She hired a post secondary education student who worked on projects in the office, as well as WRP program marketing and advertising initiatives. Both worked together on the USAREUR staff and briefing the WRP to several USAG committees. The student developed WRP information pamphlets for the community that continues to be utilized.

Were analyses to identify and remove unnecessary barriers to employment conducted throughout the year:

The EEO officer reviewed awards and recognition to ensure process consistency and fairness. She reviewed disciplinary and selection actions to ensure fair practices, coordinated these actions with the servicing CPAC, and called attention to selecting officials in exercising Affirmative Employment practices, particularly with targeted groups.

Summary of accomplishments and actions taken relative to Part J:

This office was unable to conduct a proper review of Part J because the tables did not populate; however, it was easy to discern that our population of Individuals with Targeted Disabilities must improve. The work accomplished by this office during the past year, as well as our planned future initiatives, demonstrates this office's commitment and focus toward improving this area.

The Disability Program Chairperson will begin attending the Garrison Solider and Family Assistance Center (SFAC) meetings to discuss various issues involving the AW2 Program and the Warrior Transition Unit.

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The Individuals with Disabilities Program Committee and Executive Council were briefed on special hiring authorities, such as Schedule A. All supervisory training included information on Individuals with Disabilities and Reasonable Accommodation procedures.

Form G Summary:

Form G Element	Number of Deficiencies This Year	Number of Deficiencies Last Year	Number Increase / Decrease
A	1	0	+1
B	2	3	-1
C	0	1	-1
D	1	0	+1
E	1	1	0
F	0	0	0

Conclusion, Way Ahead:

In FY 2009, the USAG Heidelberg workforce showed no significant demographic changes from FY 2008. Two areas of challenge exist: the low participation rate of White females and Hispanics. Other demographic groups were either at, close to, or above the CLF.

Another area of challenge is the participation rate of Individuals with Targeted Disabilities, representing 0.18% of the total workforce, which was well below the Federal High of 2.16%.

Although the applicant pool data was made available to the USAG Heidelberg EEO office this year by HQDA, the information was flawed and unusable. The absence of applicant pool data and the ability to track recruitment efforts that could identify potential barriers impedes further analysis as no mechanism is in place to determine the availability of employees.

The underutilization of ADR continued in FY 2009; however, this is a FY 2010 complaint processing focus area within the respective USAGs.

The EEO office has requested core EEO training courses from the region during FY 2010 due to the high turnover of the EEO staff.

During FY 2010, we must continue to place more emphasis and focus on Reasonable Accommodation procedures and hiring Individuals with Targeted Disabilities.

The USAG Heidelberg is committed to the principles of equal employment opportunity, and ensuring MD 715 requirements are enforced. Commanders, directors, managers, supervisors, and EEO officials involved in the personnel management process all share responsibility for the successful implementation of the EEO Program within USAG Heidelberg.

ARMY STRONG!

Installation Management Command
US Army Garrison Heidelberg
Disabled Veterans Affirmative Action Program
Accomplishment Report FY 2009

**Installation Management Command
US Army Garrison Heidelberg
Equal Employment Opportunity Office**

IDENTIFYING INFORMATION

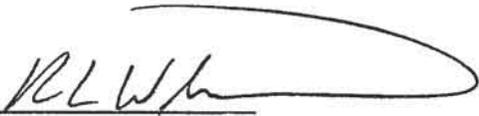
1. Name and Address of Organization

US Army Garrison, Heidelberg
ATTN: IMEU-HEI-EEO
Unit 29237
APO AE 09102

2. Name and Title of Designated DVAAP Official

Ms. Bonnie J. Ballard
EEO Officer
US Army Garrison, Heidelberg
Tel: +49 6221 17 5494 or DSN: (314) 373-5494
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Email: bonnie.j.ballard@eur.army.mil

CERTIFICATION: I certify that all Northeast installations are covered by a current DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP) plan and the program is being implemented as required by 38 U.S.C. §4214, as amended, and appropriate regulations and guidance issued by the U.S. Office of Personnel Management.

Signature 
Robert L. White
LTC, AG
Commanding

Date