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

AEPE-EEO

26 November 2014

MEMORANDUM FOR Deputy Assistant Secretary for Diversity and Leadership, 111 Army Pentagon Washington, DC 20310-0111

SUBJECT: 2014 Disabled Veterans Affirmative Action Program (DVAAP) Annual Report and 2015 DVAAP Plan and Certification

1. Reference memorandum, Office of the Assistant Secretary (Manpower and Reserve Affairs), SAMR-DL, 19 September 2014, subject: Call for Command 2014 Disabled Veterans Affirmative Action Program (DVAAP) Annual Report and 2015 DVAAP Plan and Certification.

2. Enclosed is the subject report for the United States Army Europe.

3. The POC is Ms. Moya at military 314-537-1031 or e-mail: *ernestine.r.moya.civ@mail.mil*.

Encl

LARRY D. GOTTARDI
Deputy Chief of Staff, G1

US ARMY EUROPE

2014 Disabled Veterans Affirmative Action Program (DVAAP) Annual Report, 2015 Plan and Certification

26 November 2014

US ARMY EUROPE

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

HEADQUARTERS, UNITED STATES ARMY EUROPE
2014 Disabled Veterans Affirmative Action Program (DVAAP) Annual Report

2014 Plan and Certification

Note: This is a major command with no servicing Equal Employment Opportunity (EEO) field offices.

A. Name and Address of Agency:

United States Army, Europe (USAREUR)
Office of the Deputy Chief of Staff, G1
ATTN: AEPE-EEO
Unit 29351
APO AE 09014-9351

B. Name and Title of Designated Disabled Veterans Affirmative Action Program Plan (DVAAP) Official:

Ernestine R. Moya
USAREUR EEO Director

C. Name and Title of Contact Person:

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D. CERTIFICATION: I certify that the above named agency: (1) has a current DVAAP and that the plan and the program are 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; (2) that all field offices or installations having less than 500 employees are covered by a DVAAPP plan; (3) that all field offices or installations having 500 or more employees are covered either by this plan or by a local plan; and (4) that such plans are available upon request from field offices or installations.

LARRY D. GOTTARDI, Deputy Chief of Staff, G1

11/26/14
Date

HEADQUARTERS, UNITED STATES ARMY EUROPE
2014 Disabled Veterans Affirmative Action Program (DVAAP) Annual Report

I. PURPOSE AND BACKGROUND

a. In accordance with Title 38 United States Code (U.S.C.) Section 4214 and Title 5 U.S.C. Section 720, Subpart C, United States Army Europe (USAREUR) is required to develop a DVAAP Plan. This plan is effective for the period of October 1, 2013, through September 30, 2014, and will be accessible on the USAREUR G1 Equal Employment Opportunity (EEO) website.

b. As part of the DVAAP Plan, USAREUR will conduct a continuing program evaluation to help carry out efforts to recruit, hire, train, and retain disabled veterans.

c. This program will also coincide with and complement the strategic goals stated in mission critical reports, such as the Management Directive (MD) – 715 Report to analyze and determine trends in recruitment, placement and promotions.

II. DEFINITIONS

a. **Veteran.** A person who served in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable (Section 101(2) of Title 38, U.S.C.).

b. **Disabled Veteran.** An individual who has served on active duty in the Armed Forces, has been separated under honorable conditions, and has established the present existence of a service connected disability or is receiving compensation, disability retirement benefits, or pension because of a public statute administered by the Department of Veterans Affairs (DVA) or a Military Department according to Title 5 U.S.C. Sections 2108, 3504, and 3310.

c. **5-Point Veteran (TP).** Five points are added to the passing examination score or rating of a veteran who served: during a war; during the period April 28, 1952 through July 1, 1955; for more than 180 consecutive days, other than for training, any part of which occurred after January 31, 1955, and before October 15, 1976; during the Gulf War from August 2, 1990, through January 2, 1992; for more than 180 consecutive days, other than for training, any part of which occurred during the period beginning September 11, 2001, and ending on the date prescribed by Presidential proclamation or by law as the last day of Operation Iraqi Freedom; OR in a campaign or expedition for which a campaign medal has been authorized. Any Armed Forces Expeditionary medal or campaign badge, including El Salvador, Lebanon, Grenada, Panama, Southwest Asia, Somalia, and Haiti, qualifies for preference.

d. **10-Point Compensable Disability Preference (CP).** Ten points are added to the passing examination score or rating of a veteran who served at any time and who has a compensable service-connected disability rating of at least 10 percent but less than 30 percent.

e. **10-Point 30 Percent Compensable Disability Preference (CPS).** Ten points are added to the passing examination score or rating of a veteran who served at any time and who has a compensable service-connected disability rating of 30 percent or more.

f. **10-Point Disability Preference (XP).** Ten points are added to the passing examination score or rating of: a veteran who served at any time and has a present service-connected disability or is receiving compensation, disability retirement benefits, or pension from the military or the DVA, but does not qualify as a CP or CPS; or a veteran who received a Purple Heart.

g. **10-Point Derived Preference (XP).** Ten points are added to the passing examination score or rating of spouses, widows, widowers, or mothers of veterans who meet certain conditions. This type of preference is usually referred to as "derived preference" because it is based on service of a veteran who is not able to use the preference.

h. **Veterans Recruitment Authority (VRA).** The VRA is a special authority by which agencies can, if they wish, appoint eligible veterans without competition to positions at any grade level through General Schedule (GS) 11 or equivalent. (The promotion potential of the position is not a factor.) VRA appointees are hired under excepted appointments to positions that are otherwise in the competitive service. There is no limitation to the number of VRA appointments an individual may receive, provided the individual is otherwise eligible.

i. **Veterans Employment Opportunity Act (VEOA) of 1998.** This provides that agencies must allow eligible veterans to apply for positions announced under merit promotion procedures when the agency is recruiting from outside its own workforce. A VEOA eligible who competes under merit promotion procedures and is selected will be given a career or career conditional appointment. Veterans' preference is not a factor in these appointments. To be eligible for a VEOA appointment, a veteran must be a preference eligible OR veteran separated after three or more years of continuous active service performed under honorable conditions.

j. **30% or more Disabled Veteran Appointment Authority.** An agency may give a noncompetitive temporary appointment of more than 60 days or a term appointment to any veteran retired from active military service with a disability rating of 30 percent or more; **or** rated by the DVA since 1991 or later to include disability determinations from a branch of the Armed Forces at any time, as having a compensable service-connected disability of 30 percent or more. There is no grade level limitation for this authority, but the appointee must meet all qualification requirements, including any written test

requirement. The agency may convert the employee, without a break in service, to a career or career-conditional appointment at any time during the employee's temporary or term appointment.

NOTE: The above are basic definitions of the different types of Veterans' Preference and Veterans' Hiring Authorities. These are NOT all inclusive definitions and additional guidance may be obtained by referring to the Office of Personnel Management's Vet Guide which can be found at: http://www.fedshirevets.gov/job/shav/index.aspx.

k. **Recruitment.** The total process by which the Federal government and the Federal agencies locate, identify and assist in the employment of qualified applicants with less than expected rates for job openings in categories of employment where less than expected participation rates has been determined. It includes both innovative internal and external recruitment actions. It is also intended to cover processes designed to prepare qualifiable applicants (those who have the potential but do not presently meet valid qualification requirements) for such job openings through programs of training, work experience or both.

l. **MD-715 Report.** MD-715 sets forth general reporting requirements for federal agencies and provides a roadmap for creating and maintaining a model EEO program. Policy guidance is provided by the U.S. Equal Employment Opportunity Commission (EEOC) to federal agencies for their use in establishing and maintaining effective programs of EEO under Section 717 of Title VII of the Civil Rights Act of 1964 (Title VII), as amended, 42 U.S.C. 2000 et. seq., and Section 501 of the Rehabilitation Act of 1973 as amended, 29 U.S.C. 791 et. seq.

m. **Federal Equal Opportunity Recruitment Program (FEORP).** The FEORP is a targeted recruitment, advancement, and developmental program based on a determination of less than expected participation rates in various occupation categories within the Federal service. Office of Personnel Management (OPM) has the responsibility to annually report to Congress on progress under the FEORP in compliance with 5 U.S.C. 7201.

III. POLICY

a. It is the policy of the Department of the Army (DA) and USAREUR to actively seek opportunities to hire, train, and promote disabled veterans, with emphasis on those who are 30% or more disabled. Disabled veterans are given equitable consideration in all special programs, e.g., internships, upward mobility, developmental opportunities, etc. This policy does not permit preferential treatment in employment and advancement of disabled veteran employees or applicants for employment beyond that authorized for appointment to the competitive service. It does require that USAREUR assess the current status of disabled veteran employment and seek out eligible disabled veteran employees and/or applicants for employment.

b. Army in Europe (AE) Reasonable Accommodation Policy (AE Reg 690-12-5) provides employment opportunities to individuals with disabilities (IWD), especially to individuals with targeted disabilities. Special emphasis is given to recruiting and

retaining individuals with targeted disabilities and severely disabled veterans (veterans with service-related disabilities of 30 percent or more). Reasonable accommodations are provided to promote equal opportunity in recruiting, hiring, advancing, developing, and retaining IWD in as many major organizational elements, occupational categories, and grade levels as possible. It is also policy that annual facility accessibility surveys be completed (an Installation Management Command – Europe or IMCOM-E function) to ensure compliance with the Architectural Barriers Act. Local policy also dictates that when community facilities are repaired or constructed, they be designed to comply with the Uniform Federal Accessibility Standards and architectural provisions of the Architectural Barriers Act.

c. Disability may not be used as the rationale for non-selection of a disabled veteran who, with or without accommodation, is otherwise fully qualified for employment in a position. To the extent that special accommodations will permit a disabled veteran to perform the essential functions of a job for which s/he is selected, it is provided if it is reasonable and does not create undue hardship to the agency.

IV. PROGRAM RESPONSIBILITY

a. Primary responsibility for USAREUR DVAAP Plan development and oversight has been delegated to the Deputy Chief of Staff, G1, EEO Director. The USAREUR designated official for the DVAAP is the Deputy Chief of Staff G1 (DCofS, G1). The Manager for Programs for IWD is on the EEO staff of the DCofS, G1, office symbol: AEPE-EEO.

b. The servicing Civilian Personnel Advisory Center (CPAC) is responsible for supporting and providing general advice, assistance, and recruitment services and strategies to serviced USAREUR units. Servicing CPACs will:

(1) Ensure that IWD challenges and initiatives reported in the USAREUR MD-715 are included in FEORP Plans.

(2) Ensure HR personnel, hiring officials and CPAC staffs at servicing CPACs are aware of the special appointment authorities, e.g., Schedule A Hiring Authority, disabled veterans, etc., for use when hiring IWD and disabled veterans.

(3) Ensure the requirements under Executive Order 13548 of July 26, 2010, Increasing Federal Employment of IWD are understood by HR/CPAC staff and communicated to hiring officials.

V. PROGRAM PLAN AND ACCOMPLISHMENTS

a. **Appointing Authorities.**

(1) Various appointing authorities are used to hire eligible veterans, including VRA, 30 Percent or More Disabled Veterans Appointing Authority, VEOA, etc. Disabled veterans are appointed under special hiring authorities for IWD.

(2) The non-competitive authority to hire disabled veterans is monitored and hiring officials are encouraged to continue the use of this authority to maintain or increase representation of disabled veterans in the work force.

(3) The OPM's 5 CFR 213.3102(u) – Schedule A Hiring Authority regarding the excepted service appointments of individuals with severe physical disabilities, psychiatric disabilities and intellectual disabilities improves the Federal Government's ability to hire individuals with these disabilities. Such individuals may qualify for conversion to permanent status after two years of satisfactory service. Severe physical disabilities include but are not limited to blindness, deafness, paralysis, missing limbs, epilepsy, dwarfism, and more. The regulation is designed to remove barriers and consequently increase employment opportunities for individuals with disabilities.

b. **Recruiting Methods.** USAREUR promotes the use of special hiring authorities and recognizes that employment of disabled veterans is important in maintaining a diverse workforce. USAREUR follows the Competitive Employment Merit Promotion Plan, the VRA, and the VEOA of 1998 for considering and selecting qualified candidates for employment and promotion, including 30 percent or more disabled veterans. Other methods are:

(1) Disabled veterans interested in employment with USAREUR submit their resumes for positions filled through USAJOBS, an automated referral system. USAJOBS is the official job site of the US Government. It is a one-stop source for Federal jobs and employment information. Applicants, who do not have access to computers, or the skills to use the system, may call the point of contact designated on the vacancy announcement to make other arrangements for applying.

(2) Transition Assistance Offices in Europe provide information on the DA Disabled Transition Assistance Program (DTAP), which is an integral component of transition assistance that involves intervention on behalf of service members who may be released because of a disability or who believe they have a disability qualifying them for the DVA Vocational Rehabilitation and Employment Program. The goal of DTAP is to encourage and assist potentially eligible service members in making informed decisions about the DVA'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.

(3) Extensive information is provided for disabled veteran applicants for employment on various USAREUR and IMCOM-E websites, and CPOL. These websites maintain links to organizations that provide transition assistance, civilian employment preparation assistance, job announcements, etc. The U.S. Army Civilian Human Resources Agency (CHRA), Northeast/Europe Region has authority to operate

a delegated examining unit to ensure that qualified disabled veterans are referred for available positions. Information about the CHRA Wounded Warriors (WW) Online Resume Inventory is also provided throughout the Army in Europe footprint. Selecting officials are encouraged to consider hiring a WW noncompetitively by using the 30 percent or more Compensable Disabled Veterans or the VRA hiring authorities and to contact their servicing Human Resources professional for more information on WW eligibility and OPM qualification standards for their vacancy. In instances where the candidate is not qualified, selecting officials are further encouraged to consider reengineering the position into a developmental position and offer the WW an entry-level position with on-the-job and classroom training to enhance his/her skill levels.

c. **Recruiting and Retention Challenges.** Due to budget cutbacks, furlough, and possibility of hiring restrictions and limitations, managers need to concentrate on retaining the best talent they have today. Unwanted attrition has many negative consequences for employees and managers. For example, coworkers become demoralized; managers are forced to reorganize existing work; and it could cost the Army 50 percent to 200 percent more of an employee's salary to fill a single position overseas. Other challenges impacting the recruitment and retention of disabled veterans include:

(1) Challenges in hiring and retaining disabled workers because of misperceptions about the capabilities of disabled veterans, along with management's lack of awareness about availability of reasonable accommodations.

(2) Workforce reductions.

(3) Impending retirements will leave the government with a significant corporate knowledge gap and at "war for talent" affecting the short- and long-term workforce management needs. These create a greater impact in overseas locations.

(4) Under USAREUR policy, overseas incentives (e.g., Living Quarters Allowance (LQA) and/or transportation agreement) are not available for grades below GS-09 (or equivalent) unless the positions are identified as hard-to-fill. USAREUR strategy on this is to recruit from the spouse preference eligibility (family members of military and/or civilian employees) program rather than recruiting from CONUS. Note that LQA is available for grades below GS-09, however, USAREUR chooses to restrict it to ensure availability of these positions for local recruitment of spouse preference candidates. A total of 60 family member eligible applicants were hired by USAREUR civilian population. Out of that total, three (3) family members were also veterans or 5% of the total of family members hired.

(5) General adverse characterization of federal service by political leaders and media.

d. **Progress in Achieving DVAAP Plan Strategy.**

(1) During Fiscal Year (FY) 2014, the USAREUR civilian workforce population was 1581 as compared to 1683 during the same reporting period for FY13 or a decrease of 102 employees. Of the total population, 71.4% (1129) were veterans. The veteran population decreased by 42 employees during FY13.

(2) Disabled Veterans represented 45% (504) of the veteran population (1129).

(3) Of the total DA civilian USAREUR population (1581), 24% (383) were 30% or more Disabled Veterans.

(4) Of the total veteran population, 76.58% were male and 23.42% were female.

(5) USAREUR hiring officials participate in the CHRA Wounded Warriors Expedited Referral Process. This program targets active duty soldiers participating in the Army Wounded Warrior Program. During FY14 no selections were made from USAREUR.

(6) Self-Identification of Disability is entirely voluntary, with the exception of employees appointed under Schedule A, Section 213.3102(u) (Severe physical or intellectual disabilities). This impacts our ability to collect and report accurate disability data as required by the Rehabilitation Act of 1973 and Executive Order 13548 of July 26, 2010. Employees are encouraged to update personal information that may change over time. The Defense Civilian Personnel Data System (DCPDS) Self-Service module referred to as "My Biz" is a web-based Self-Service HR module that grants employees access to their official personnel information. Employees are encouraged to update their disability codes to facilitate improvements in the areas of reasonable accommodation services, building accessibility, computer/electronics accommodations and statistical data gathering related to the retention and hiring of individuals with targeted disabilities.

VI. METHODS USED TO PROVIDE OR IMPROVE INTERNAL ADVANCEMENT OPPORTUNITIES FOR DISABLED VETERANS

a. USAREUR published a Reasonable Accommodation (RA) Policy (AE Reg 690-12-5) which provides procedures for providing RA to disabled veterans, applicants for employment, and disabled veteran employees. This policy was updated in July 2010 and is available in the Library of AE Publications and Forms.

b. Information on disability employment, reasonable accommodation, and facility accessibility is provided during EEO training sessions through one-on-one contact.

c. In FY15 supervisors will be provided a checklist to submit annually which measures their progress on providing reasonable accommodations, providing RA

policy/information to the workforce, conducting self-identification of disability surveys, and conducting architectural barrier analyses.

d. The Exceptional Family Member Program (EFMP) is designed to provide services for the family and family members with special needs. The Director, IMCOM-E is a member of the EFMP Oversight Committee and has tasked all commanders with providing facility accessibility and making buildings accessible to IWD.

e. During the annual "State of the EEO Program" briefings, supervisors and managers are provided information on the disabled veterans' affirmative action goals, the need to enhance advancement and training opportunities for IWD and disabled veterans, and the special appointment authorities criteria available for hiring IWD. This information is also shared through EEO and supervisory training, local newspaper articles, and is posted on websites.

f. Information on the DOD Computer/Electronics 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. The CPAC and EEO Program managers and medical personnel, collaborate with managers and supervisors to restructure jobs and identify reasonable accommodations to help retain and/or advance disabled veteran employees. Management and selecting officials in USAREUR support this program by giving consideration to employment of disabled veterans and supporting efforts to hire veterans with combat-related disabilities.

g. With the relocation of the USAREUR Headquarters from Heidelberg to Wiesbaden the EEO office conducts RA training for managers and supervisors in order to identify needs assessments and possible barriers to facility accessibility. Additionally, EEO collaborates with the USAREUR Relocation Task Force (RTF) charged with overall responsibility for move requirements. The USAREUR EEO Officer is actively involved with the RTF for continued removal of physical barriers at the Clay Kaserne and to ensure new renovations or construction projects are in compliance with 28 CFR Part 36 ADA Standards for Accessible Design. Three buildings were identified as requiring improvements in order to remove access barriers.

h. The number of USAREUR veteran employees registered on the DOD Priority Placement Program (PPP) is under review to determine their percentage. This will provide a baseline against which to measure future reductions of USAREUR veterans on PPP.

VII. EFFORTS AND ACCOMPLISHMENTS IN PROVIDING DEVELOPMENT AND FORMAL TRAINING OPPORTUNITIES TO VETERANS

a. U.S. Army Training and Development Program. Competitive Professional Development is defined as functionally tailored, significant developmental opportunities

that occur in academic (university) programs, training with industry and/or planned Professional Developmental Assignments that have been documented in the respective Army Civilian Training, Education, and Development System (ACTEDS) plans. Civilians, GS-11 and above, and journey level GS-9s (by exception) are eligible to compete for these training opportunities. Programs covered include:

(1) University Programs

(2) Developmental Assignments

(3) Training-with-Industry (TWI)

(4) Army Comptrollership Program (ACP)

(5) Graduate Cost Analysis Program (GCAP)

(6) DOD Professional Enhancement Program (PEP)

(7) Logistics and Acquisition Management Program (LOGAMP)

(8) Logistics Executive Development Program (LEDC)

(9) Advanced Resource Management Course (ARMC)

(10) Professional Military Comptroller School (Syracuse)

(11) Short-term Training Assignments/Courses

b. U.S. Army Management Staff College, Civilian Education System (CES)

(1) Army Civilian Education System (CES) Courses such as the Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), and Advanced Course (AC).

(2) Army Distributed Learning Program courses such as the Action Officer Development Course (AODC), Manager Development Course (MDC), and Supervisor Development Course (SDC).

c. USAREUR implemented the HQ USAREUR Action Officer Orientation Course for military and civilians assigned to, or being assigned to, the USAREUR staff. An all inclusive toolkit for the action officers with processes, procedures, and references is also readily available.

d. Veterans are provided developmental details and are given opportunities to learn new skills. Detail assignments in work leader and supervisory positions are also offered.

e. Veterans are encouraged to participate in available training opportunities offered by installations and activities including college and correspondence courses for work or self-improvement.

f. Managers are encouraged to establish and recruit for developmental positions in order to support workforce and succession planning initiatives. Other programs, such as upward mobility and career ladder opportunities, are considered viable recruitment and placement strategies and managers are encouraged to pursue the use of these tools.

g. Maintaining an effective EEO and diversity training program is strategic to providing and improving internal advancement opportunities for veterans.

h. Reasonable accommodations are provided to veterans with disabilities. Accommodations may include specialized equipment, facility modification, and adjustments to work schedules or job duties.

VIII. MONITORING, REVIEW, AND EVALUATION OF MAJOR COMMAND/ SUBORDINATE COMMAND PROGRAMS

a. The USAREUR EEO Office is responsible for developing and updating the DVAAPP and MD–715 reports. This responsibility includes updating accomplishments and statistical reports as well as consolidation of major subordinate command data into the plan.

b. The USAREUR EEO IWD Program Manager and EEO monitor progress in implementation of the DVAAPP and provide information for dissemination and program improvement.

c. Statistics for the hiring and advancement of disabled veterans are maintained at the local CPAC. Information and progress reports on implementation of the DVAAPP are provided to managers throughout the year. The EEO Officer along with the CPAC and the IWD Program Manager determine actions to take to increase representation of disabled veterans.

d. Periodic climate surveys conducted by the HR, EEO and/or Equal Opportunity (EO) communities in Europe canvas the workforce for necessary improvements to facility accessibility and barriers to employment of IWD, and to eliminate workplace attitudes towards employees with disabilities.

IX. Best Practices

a. **Staff Collaboration Training Course.** USAREUR developed a leader-education program to develop leaders who are adaptive, multi-skilled, innovative, agile,

versatile, and well-equipped to lead, achieve, and develop tomorrow's Army. The concept capitalizes on the versatility and cost effectiveness of Army eLearning, and incorporates more nontraditional-learning approaches such as structured learning activities, professional reading, community awareness, mentoring, and self-development. The initiative provides educational opportunities to develop the skills necessary to succeed in a constantly changing environment.

b. **Workforce Recruitment Program (WRP) for College Students with Disabilities.** A significant, value-added windfall for USAREUR is it's past success in employing students under the DOD-funded WRP for College Students with Disabilities, in the European Theater. All the students/veterans were employed under the Schedule A Hiring Authority. The primary objective, to demonstrate to management the significant, varied knowledge and skills these students bring to an organization, was met. WRP is an important hiring source for increasing overall diversity. Even though USAREUR did not participate in the WRP hiring program during FY 14, due to lack of housing, USAREUR is active in pursuing this initiative for FY 15.

c. **Career Fairs.** The HR and EEO Offices, in conjunction with numerous other employers, participate in career fairs across Europe. Attendees are exposed to tools for resume writing, provided interviewing tips, and access to various companies and potential job opportunities. The career fairs afforded the opportunity to meet and discuss employment considerations with potential employers and to gain access information on USAREUR employment opportunities.

d. **Local Services and Partnerships.** USAREUR collaborates with the following organizations to provide a variety of employment services.

(1) CHRA Wounded Warrior Expedited Referral Processes. The Wounded Warrior's Resume and Referral Sheet are available to hiring officials and HR Specialists to review and determine if the Wounded Warriors desire to work in their geographical locations and whether they meet the work experience and/or education requirements to fill their vacancies.

(2) The Army Community Services Center (ACS) provides assistance to families and communities by developing, coordinating, and delivering services which promote self-reliance, resiliency and stability. These services include employment skills training which prepares individuals for employment. The ACS Employment Readiness Program also issues weekly listings of job vacancies in USAJOBS, DOD Education Activity, Defense Commissary Agency, Air Force Personnel Center, Army and Air Force Exchange Services (AAFES) and the Federal Aviation Administration

(3) 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.

(4) The Family Advocacy Program provides family violence prevention and service programs to all U.S. Forces ID cardholders.

(5) The Financial Readiness Group provides personal financial readiness and consumer affairs prevention and education programs for soldiers and family members, reserve components, DA civilians and family members.

(6) The Soldier Family and Assistance Center serves in support of the Warriors in Transition Units by providing one-stop service access to assistance for transition management, military personnel support, family benefits through ACS, and army education/employment through the Army Career Alumni Program and other service components.

(7) Army in Europe EFMP Oversight Committee. This program provides a comprehensive, coordinated, multiagency approach for exceptional family member services that support families with special needs and our Wounded Warriors.