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Disabled Veterans Affirmative Action Program Plan (DVAAPP) Certification for Fiscal Year (FY) 2012 and Accomplishments Report for FY 2011

22 October 2011

US ARMY EUROPE
EQUAL EMPLOYMENT OPPORTUNITY OFFICE

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

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AEAGA-EEO

MEMORANDUM FOR Office of the Deputy Assistant Secretary for Manpower and Reserve Affairs, Office of Diversity and Leadership (SAMR-DL), 1225 S. Clark Street, Gateway 2, Arlington, VA 22202-4372

SUBJECT: Annual Disabled Veterans Affirmative Action Program Plan (DVAPP) - Certification for Fiscal Year 2012 and Accomplishment Report for Fiscal Year 2011

1. Reference memorandum, SAMR-DL, 7 September 2011, subject as above.

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

Encl

MARK P. HERTLING
Lieutenant General, USA
Commanding

22 Oct 11

HEADQUARTERS, UNITED STATES ARMY, EUROPE
Annual Disabled Veterans Affirmative Action Program Plan for FY 2012
(DVAAPP)

Plan Certification – FY 2012

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: AEAGA-EEO
Unit 29351
APO AE 10014

B. Name and Title of Designated DVAAPP Official:

Erni Moya
USAREUR EEO Director

C. Name and Title of Contact Person:

Rafael J. Reyes-Serra
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D. CERTIFICATION: I certify that the above named agency: (1) has a current Disabled Veterans Affirmative Action Program Plan (DVAAPP) 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

10/14/11
Date

UNITED STATES ARMY EUROPE
FY 2012
DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM PLAN AND ACCOMPLISHMENT REPORT FOR FY 2011

I. PURPOSE AND BACKGROUND

a. In accordance with Title 38 U.S.C. Section 4214 and Title 5 U.S.C. Section 720, Subpart C, United States Army Europe (USAREUR) is required to develop an annual Disabled Veterans Affirmative Action Program (DVAAP) Plan. This plan is effective for the period of October 1, 2011, through September 30, 2012, 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 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 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 or a Military Department according to Sections 5 United States Code (U.S.C.) 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 Department of Veterans Affairs, 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.** 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 Department of Veterans Affairs (VA) 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:

k. **Recruitment.** The total process by which the Federal government and the Federal agencies locate, identify and assist in the employment of qualified applicants from underrepresented groups for job openings in categories of employment where underrepresentation 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 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. **FEORP.** The Federal Equal Opportunity Recruitment Program is a targeted recruitment, advancement, and developmental program based on a determination of underrepresentation of minorities and/or females in the various occupational categories. 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 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, i.e., 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 Reasonable Accommodation Policy (AE Reg 690-12-5) provides employment opportunities to individuals with disabilities, 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 individuals with disabilities in as many major organizational elements, occupational categories, and grade levels as possible. It is also policy that annual facility accessibility surveys be completed (Installation Management Command – Europe 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 monitoring has been delegated to the Assistant Chief of Staff, G1 Equal Employment Opportunity (EEO) Director. The USAREUR designated official for the DVAAP is the Deputy Chief of Staff G1 (DCofS, G1). The Manager for Programs for Individuals with Disabilities is on the staff of the DCofS, G1, office symbol: AEAGA-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 Individuals with Disabilities (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, i.e., Schedule A Hiring Authority, disabled veterans (DV), etc., for use when hiring IWD and DV.

(3) Ensure Executive Order 13548 of July 26, 2010, Increasing Federal Employment of Individuals with Disabilities, is 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 Veterans Recruitment Appointment (VRA), 30 Percent or More Disabled Veterans Appointing Authority, Veterans Employment Opportunity Act (VEOA), etc. Disabled veterans are appointed under special hiring authorities for persons with disabilities.

(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 issued a regulation regarding the excepted service appointments of persons with mental retardation, severe physical disabilities, and psychiatric disabilities. The regulation improves the Federal Government's ability to hire persons with these disabilities. It is designed to remove barriers and increase employment opportunities for persons 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 Veteran's Readjustment Appointment, and the Veterans Employment Opportunities Act 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 Federal 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) USAREUR networks with various veterans organizations in CONUS 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.

(3) Transition Assistance Offices in Europe provide information on the Department of the Army 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 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.

(4) Information on the Department of the Army's 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 Warrior Transition Battalion is located at Nachricten Kaserne, Heidelberg and the Warriors in Transition Units are located at Landstuhl, Schweinfurt and Vilseck.

(5) Extensive information is provided for disabled veteran applicants for employment on various USAREUR websites including the USAREUR EEO website, various IMCOM-E EEO websites, and the AG1, CPOL, and the European Diversity Council websites. These websites maintain links to organizations that provide transition assistance, civilian employment preparation assistance, job announcements, etc. The European U.S. Army Civilian Human Resources Agency (CHRA) has authority to operate a delegated examining unit to ensure that qualified disabled veterans are referred for available positions.

c. **Recruiting and Retention Challenges.** With a pay freeze, budget cutbacks and hiring 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 are:

(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) Two-year pay freeze

(3) Hiring freeze

(4) Workforce reductions

(5) USAREUR's transformation and rebasing plan. Several major changes will be taking place over the next couple of years. The USAREUR military installations in Heidelberg and Mannheim will be closing. USAREUR Headquarters will be moving from Heidelberg to Wiesbaden. Millions 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 Grafenwoehr, 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.

(6) 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.

(7) Overseas incentives (Ex., Living Quarters Allowance and/or transportation agreement) not available for grades below GS-09 (or equivalent) unless identified as hard-to-fill positions.

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

(1) During Fiscal Year (FY) 2011, the USAREUR civilian workforce population was 2324 as compared to 2134 for FY10 or an increase of 190 employees. Of that total, 67% (1459) were veterans. The veteran population increased by192 employees during FY11.

(2) During FY11, USAREUR hired 34 summer interns as part of the Department of Defense (DOD) Workforce Recruitment Program (WRP) for College Students with Disabilities during the period1 May through 30 Sep 2011. Of that total, 44% (15) WRP interns were veterans.

(3) Disabled Veterans represented 29% (498) of the veteran population and 21% of the USAREUR civilian workforce.

(4) 30% or more Disabled Veterans represented 15% (353) of the total USAREUR population and 24% of the overall veteran population.

(5) 58% (192) veterans were hired during FY11 from the total 330 hired.

(6) 53% (175) veterans were hired at grades above GS-11 (or equivalent).

(7) USAREUR hiring officials participate in the CHRA Expedited Referral Process. This program targets active duty soldiers participating in the AW2 Program. As of April 2011, the Army has hired 334 AW2 applicants (five AW2 applicants were hired by USAREUR). This includes competitive and noncompetitive appointments, not just those using the CHRA Expedited Referral Process.

(8) Self-Identification of Disability is entirely voluntary, with the exception of employees appointed under Schedule A, Section 213.3102(u) (Severe physical or mental disabilities). This impacts our ability to collect 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 from time to time. The Defense Civilian Personnel Data System (DCPDS) Self- Service module named "My Biz" is a web-based Self-Service HR module that grants access to employees 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 Policy (AE Reg 690-12-5) which provides reasonable accommodation for disabled veterans, applicants for employment, and disabled veteran employees. This policy was updated in July 2010 and is available for review in the Library of Army in Europe Publications and Forms.

b. Information on disability employment, reasonable accommodation, and facility accessibility, is provided during EEO training sessions. Supervisors have been provided a checklist to submit annually which measures their progress on providing reasonable accommodations, providing reasonable accommodation policy/information to the workforce, conducting self-identification of disability surveys, and conducting architectural barrier analyses.

c. 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 individuals with disabilities.

d. 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 individuals with disabilities and disabled veterans, and 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.

e. 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. The CPAC and EEO Program managers and medical personnel, work 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.

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

a. U.S. Army Training and Development Program. Competitive Professional Development Competitive Professional Development (CPD) is defined as functionally tailored, significant developmental opportunities that occur in academic (university) programs, training with industry and/or planned developmental assignments that have been documented in the respective 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

(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: Action Officer Development Course (AODC), Manager Development Course (MDC), and Supervisor Development Course (SDC)

c. USAREUR implemented the Staff Collaboration Training (SCT) course. The purpose is to establish an action officer staff training course for military and civilians assigned to, or being assigned to, the USAREUR staff.

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

e. Disabled veterans are encouraged to participate in available training opportunities offered by installations and activities that include 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 customers are encouraged to pursue the use of these tools.

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

h. Reasonable accommodations are provided to disabled veterans. Accommodations may include specialized equipment, facility modification, and adjustments to work schedule 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. USAREUR EEO Individuals with Disabilities(IWD) Program Manager and EEO committees 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. EEO Officers along with CPAC and IWD Program Managers determine actions to take to increase representation of disabled veterans.

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

e. IMCOM-E updated the Facility Accessibility Survey on January 22, 2009. This survey assesses accessibility to entrances, parking, facilities and restrooms accessibility. Total estimate for the removal of barriers is estimated at $9,164,334 to be completed by FY12. Due to financial hardships DOD-wide and the USAREUR relocation plan, some of the barrier removal projects were put on hold or delayed.

IX. **Best Practices**

a. **Staff Collaboration Training (SCT) 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 in 2011 was USAREUR's success in employing thirty-four, DOD-funded, WRP for College Students with Disabilities, interns to work in the European Theater. Of the thirty-four interns, fifteen were veterans employed under Schedule A Hiring Authority. The primary objective is to demonstrate to management the significant, varied knowledge and skills these students bring to an organization. WRP is an important hiring source for increasing the overall diversity and representation of minorities, women and disabled persons in the workforce.

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, interviewing tips, various companies and potential job opportunities. The career fairs resulted in women, minorities, veterans, and disabled veterans having the opportunity to meet and talk with potential employers and access information on employment opportunities offered by USAREUR.

d. **Local Services and Partnerships.** USAREUR collaborates with the following organizations to provide a variety of 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 Warrior desires to work in their geographical location and has the applicable experience and/or education to fill their vacancy.

(2) The Army Community Services (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.

(3) The Army Family Action Plan (AFAP) 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 (FAP) provides family violence prevention and service programs to all U.S. Forces ID cardholders.

(5) The Financial Readiness Group (FRG) 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 (SFAC) serves in support of the Warriors in Transition Unit 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 (ACAP) and other service components.

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