UNITED STATES ARMY EUROPE

Eleventh Annual Report to the President on Hispanic Employment

UNITED STATES ARMY EUROPE
EQUAL EMPLOYMENT OPPORTUNITY OFFICE
DEPUTY CHIEF OF STAFF, G1 APO AE 09014

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

AEAGA-EEO

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

SUBJECT: Eleventh Annual Report to the President on Hispanic Employment

1. Reference memorandum, HQDA, SAMR-DL, undated, subject as above.

2. Enclosed is the subject report for USAREUR for fiscal year 2011.

Encl

MARK P. HERTLING
Lieutenant General, USA
Commanding

United States Army Europe
Eleventh Annual Report to the President on Hispanic Employment
Fiscal Year 2011

EXECUTIVE SUMMARY
United States Army Europe

The United States Army Europe (USAREUR) submits the *Eleventh Annual Report on Hispanic Employment in the Federal Government* pursuant to Executive Order 13171, Hispanic Employment in the Federal Government, dated 12 October 2000. This report presents data on Hispanic employment in USAREUR for the reporting period 1 October 2010 through 30 September 2011. Executive Order 13171 requires Federal agencies to send to the Office of Personnel Management (OPM) an annual report on the progress made in recruiting and hiring highly qualified Hispanics. OPM will then forward the report to the President.

Overall, a great concern that remains is that the percentage of Hispanics in the USAREUR civilian workforce is at 9 percent while Hispanics make up 13.2 percent of the Nationwide civilian labor force (CLF). Hiring restrictions, a 2-year pay freeze, and budget cutbacks adversely affected our recruitment strategy; however, the data indicate that the higher retention rate of Hispanics helped offset the overall decrease in Hispanic new hires, maintaining the same relative percentage at 9 percent.

Each Federal organization is required to take steps to establish and maintain a program for the recruitment and career development of Hispanics in Federal employment. Such programs must reflect a continuing priority for eliminating Hispanic under-representation in the Federal workforce and incorporate actions under the Executive Order as strategies for achieving workforce diversity goals.

USAREUR leaders continue to ensure that equal employment opportunity (EEO) and diversity programs are viable, effective, and recognized as an integral component of the USAREUR strategic mission. The Commanding General actively supports diversity initiatives, ethnic and cultural events, as well as the goal of attaining and maintaining a workforce that represents the composition of our Nation. The goals listed in our strategic plan reflect the commitment of USAREUR leaders to attract, develop, and reward a diverse workforce; to provide employees with the tools they need in an environment that enhances work performance; and to encourage career development.

While our representation of Hispanics continues to challenge us, we have taken a number of steps to improve the situation. Hispanic Americans make up 5.4 percent of the total DA civilian workforce, as compared to the Census Bureau National Civilian Labor Force data of 13.6 percent. The Annual EEO Program Plan reflects that Hispanics represent 9 percent of the USAREUR workforce (6 percent male, 3 percent female).

During FY11, USAREUR hired 406 employees. Hispanic Americans make up 7 percent of the new hires with 10 females and 20 males.

United States Army Europe
Hispanic Workforce Compared to CLF

Gender	Total Representation	2000 Civilian Labor Force	Representative Percent
Male	118 (6%)	8%	- 2%
Female	62 (3%)	5.6%	-2.6%

The table below displays the USAREUR total workforce statistics, high grades for the non-Hispanics and high grades held by Hispanic employees.

Total Workforce Statistics and Hispanic High Grade Initiatives

Gender	Workforce	GS-13	GS-14	GS-15
Total Males & Females	2064	263	74	19
Non-Hispanic Males & Females	1884	240	72	16
HISPANIC Males & Females	180	23	2	3
HISPANIC percent	9%	9%	3%	16%

Hispanics occupy 9 percent of the total positions in USAREUR, 9 percent of which are GS-13 positions, 3 percent are GS-14 positions, and 16 percent are GS-15 positions.

In FY11, USAREUR employed 180 Hispanics or Latinos, 119 (66%) of whom were veterans. The recruitment of veterans supports President Obama's Executive Order 13548 of 26 July 2010 and also the goal of recruiting veterans of Hispanic or Latino ethnicity. The recruitment of veterans contributed to the increase of the USAREUR Hispanic population with 22 of 30 new Hispanic Americans hired under veterans' preferences and veterans' hiring authorities.

I. Recruitment

a. USAREUR places emphasis on hiring Hispanics with targeted disabilities through Schedule A and Veterans' Preferences and Hiring Authorities. With a pay freeze, budget cutbacks, and hiring limitations, USAREUR managers use the flexibilities of special entry programs, such as the Schedule A Hiring Authority (5 C.F.R. § 213.3102(u)) for people with targeted disabilities, the Veterans' Recruitment Appointment (VRA) Authority (5 C.F.R. Pt, 307), and the Civilian Human Resources Agency (CHRA) Expedite Referral for Army Wounded Warriors (AW2) Program. USAREUR leaders reemphasize the use of these hiring authorities to ensure that they are fully understood and used in opening avenues for Hispanics to Federal employment. Hispanic Americans represent 10.9 percent of the total strength of the Army. The recruitment of Soldiers serves as our best tool for the recruitment and placement of Hispanic Americans in USAREUR.

b. USAREUR provides information and job opportunities through its internal and external website, and all vacancy announcements are advertised Nation-wide through the OPM USAJOBS website, which is available to everyone, including Hispanics. Hispanic veterans who have been separated under honorable conditions from the Armed Forces with 3 or more years of continuous active service are eligible to compete for vacancies under the Veterans Employment Opportunity Act (VEOA) through merit promotion procedures.

c. USAREUR embraces the strengths of its diverse workforce in an inclusive environment by investing and managing talent, valuing individuals, and developing culturally astute Soldiers and civilians who enhance the USAREUR command. In FY11, USAREUR participated in various recruitment and placement activities in an effort to recruit highly qualified candidates, including Hispanics. The following are examples of recruitment initiatives:

(1) Civilian Personnel Advisory Center (CPAC) personnel participate in separation and pre-retirement briefings providing all employees information on Federal employment opportunities and application procedures.

(2) The Army Career Alumni Program (ACAP) provides Transition Assistance Program (TAP) separation briefings, as required by law, to inform separating Soldiers of their benefits. The following topics, which benefit disabled veterans, are addressed: Transition Assistance, DoD Job Search, Federal Employment Benefits, Educational Benefits, and Self-Employment Opportunities. After the initial briefing, all customers are afforded the opportunity of a one-on-one meeting with an ACAP counselor.

(3) The Army Community Service (ACS) assists personnel seeking employment by providing training on how to utilize the online Army Resume Builder and provides instructions on how to register in the centralized RESUMIX database.

(4) CPAC personnel provide employment information at job fairs and career-enhancing events throughout the European footprint. All applicants and employees including Hispanics are invited to participate.

(5) Hispanics are encouraged to seek assistance from the Army Career and Alumni Program (ACAP) in applying for Federal positions. The ACAP provides a variety of employment assistance methods including resume development, skill and education assessment, interviewing techniques, and salary negotiation strategies.

(6) USAREUR participates in the annual Department of Defense Workforce Recruitment Program (WRP), which is designed to hire college students with disabilities to work at military installations during the summer. Thirty-four students were hired this summer. Four of the students taking advantage of the USAREUR WRP recruitment efforts in FY11 were Hispanics.

(7) USAREUR will continue to participate in recruitment and placement activities in Europe to create an awareness of career opportunities within USAREUR and will educate prospective candidates, including Hispanics, in the Federal Government application process.

(8) Leaders and managers are informed of affirmative employment initiatives and the need to enhance employment and advancement opportunities for individuals with disabilities, to include Hispanics with disabilities, through the use of special appointing authorities. Information is disseminated by Human Resources and EEO personnel.

II. Career Development

a. Training and Development Programs are used extensively as retention and recruitment tools. A robust training and development program serves as a means for attracting high-quality applicants and is an important factor in succession planning and the retention of our workforce. Recognizing the value of our employees and the direct relationship between a knowledgeable, skilled workforce and organizational effectiveness, USAREUR supports a myriad of training and development opportunities. By providing employees the training they need to keep pace with evolving job requirements, we enable them to succeed and ensure mission accomplishment.

b. The Army Senior Fellows Program is a leadership-development endeavor designed to identify and groom high-potential civilian GS-14/-15 talent to become future Senior Executives whose management and leadership skills complement those of uniformed General Officer counterparts. Through executive experience-based assignments and executive educational opportunities, Army Senior Fellows prepare to become adaptable executives who are experts in the business of running the Army. The Secretary of the Army's and Chief of Staff's vision for 21st century adaptive, capable civilian leaders calls for strategic and creative thinkers and accomplished professionals who are effective in managing, leading, and changing large organizations.

These civilian leaders must be confident, competent decision makers, prudent risk takers, effective communicators, innovative, adaptive, professionally educated, and dedicated to lifelong learning.

c. Hispanics are eligible and are encouraged to apply for advancement in accordance with the procedures and policies in AE Regulation 690-300.335.1, Civilian Personnel—Merit Promotion and Placement.

d. Internal advancement opportunities are open to all employees including but not limited to Hispanics. USAREUR uses a variety of career-development tools such as merit promotion, upward mobility, and individual development plans (IDPs).

e. All employees, including Hispanics, are encouraged to participate in developmental training opportunities including formal inhouse and external training as well as university and college courses to enhance their work performance. USAREUR's internal advancement and developmental opportunities include—

(1) The Intern Program, a 2- or 3-year program designed to help qualified individuals and other professionals acquire the skills necessary to become Army leaders. Intern participants begin at either the GS-5 or GS-7 level and graduate at the GS-11 or GS-12 level, depending on their career field. Participants in the Intern Program undergo formal as well as on-the-job training. The Army's Career Intern Training Program includes the following components:

- Core Training
- Classroom Training
- On-the-Job Training
- Rotational Training Assignments

(2) Mentoring and Coaching. USAREUR's developmental framework is formed to train and enhance professional and leadership competencies for all grades. Supporting tools include IDPs and the Career Program Functional Guides.

(3) National Hispanic Heritage Month observance programs hosted by the EO staffs are used to inform and educate the workforce, promote opportunities, and address issues and concerns of the Hispanic community. Ms. Irma P. Finocchiaro, SES, Deputy Chief of Staff, G8, is the recipient of the 2011 LATINA Style Meritorious Service Award.

III. Accountability

a. Commanders, senior executives, and managers are involved in all phases of recruiting, establishing processes for recruiting, and retaining a high-quality workforce. USAREUR is tasking commanders to link outreach and other diversity efforts to the performance of managers and supervisors.

b. Annually, the USAREUR EEO tasks all its serviced USAREUR subordinate commands and units to submit feeder reports for inclusion in the Management Directive 715 Report, which is submitted to the Equal Employment Opportunity Commission in January. Each activity is requested to submit a completed EEO Accomplishment Checklist defining where it stands in view of achieving a model EEO Program. Additionally, each activity must submit information on any barriers to achieving this objective as well as on initiatives, with proposed timelines, addressing the removal of those barriers.

c. The EEO Program Office continues to work toward creating a better workplace by increasing employer and employee awareness of, commitment to, and involvement in ensuring equal employment opportunity. Additionally, the EEO office serves as a conduit to include EEO principles in the way United States Army Europe does business. Moreover, the EEO office works continuously to eradicate discrimination from any personnel policies, practices, or procedures through an intensive training and education process. The EEO office further provides a visible and ongoing presence throughout the workforce to promote fair and equal treatment of all persons.

d. EEO Training. The core functions of our training is to apply knowledge through teaching, research, and other creative works to ensure integration of EEO principles in all aspects of employee training and development. This will promote an understanding of how EEO and diversity relate to all aspects of the work environment. Our goal is to ensure that we instruct senior leaders on how to create a workplace free from discrimination and harassment where employees find mutual respect and equality in the workplace. Our goal is to see diversity and equity in the workforce at all levels and to have an inclusive and culturally sensitive work environment.

e. Staff Assistance Visits (SAVs). The goal for the EEO office is to perform several functions to ensure the USAREUR EEO mission is being accomplished effectively, efficiently, and in compliance with Management Directive 715 and applicable rules and regulations. The EEO office provides the USAREUR Commanding General and senior leaders with independent and objective analyses of EEO operations and other issues of concern. The EEO staff accomplishes this through site visits to assess unit activities, by providing employees with an avenue to voice their concerns, and by conducting SAVs to monitor EEO activities in the following areas:

- Command Responsibilities
- Management Directive 715
- Complaints Management
- Special Emphasis Programs
- Training
- Americans with Disabilities Amendment Act (ADAA) compliance

f. The EEO staff reviews award and training nominations and serves on the Incentive Awards Review Board to ensure that all employees are equitably recognized. The EEO staff conducts statistical analysis in employment areas such as selections,

promotions, accessions, losses, awards, discipline, performance ratings, and training to determine if disparities exist. When triggers are identified, a plan of action is implemented to improve a negative situation or to preclude it from developing. Actions are monitored until issues are resolved.

g. Business Objects Application Xi (BOA Xi) is used for statistical monitoring, reviewing, and evaluating employee demographic data. Through BOA Xi, the EEO office routinely obtains and reviews data pertaining to the Hispanic population.

IV. Recruiting and Retention Challenges. With a pay freeze, budget cutbacks, and hiring restrictions, 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 and additional 50 to 200 percent of an employee's salary to fill a single position overseas. The following are other challenges that adversely affect the recruitment and retention of Hispanic Americans:

a. Two-year pay freeze.

b. Hiring freeze.

c. Workforce reductions.

d. USAREUR's transformation and rebasing plan. Several major changes will be taking place over the next couple of years. The USAREUR military installations in Heidelberg and Mannheim will be closing. The USAREUR Headquarters will be moving from Heidelberg to Wiesbaden. Millions of dollars have been spent to upgrade and expand Wiesbaden facilities to accommodate the additional troops, civilians, and Family members. Other major facilities from these locations will be moving to different locations in Germany. The Grafenwöhr, Hohenfels, and Vilseck areas have also undergone a large expansion with hundreds of millions of dollars spent on new exchange facilities, schools, and housing areas to accommodate an increased troop presence.

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

f. Overseas incentives (for example, living quarters allowance, entitlements under the transportation agreement) are not available for grades below GS-09 (or equivalent) unless identified as hard-to-fill positions.

g. The 2010 Census results show Hispanics or Latinos as the largest minority population in the United States at 16.3 percent. This is a 43-percent increase from the 2000 Census. The top five areas where Hispanic or Latino populations increased the most are New York, Texas, Arizona, California, and Florida.