

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

715-01 Part E

EXECUTIVE SUMMARY

Organization Information:

Fort Carson, known as The Mountain Post, is “The Best Hometown in the Army – Home of America’s Best.” We are located on the southern edge of Colorado Springs, Colorado at the base of the Rocky Mountains. The installation stretches south along Interstate 25 into Pueblo and Fremont Counties. The Mountain Post is the second largest employer in Colorado and supports the fifth largest DOD Military Retiree community. The cantonment area of Fort Carson is located in the northern part of the installation and the troop units are located in the southern part. Fort Carson is home to the Fourth Infantry Division, commanded by MG Paul LaCamera. Along with the four Brigade Combat Teams of the 4th Infantry Division the Mountain Post also hosts a Sustainment Brigade, 10th Special Forces, Evans Army Community Hospital (EACH), and other small tenant activities. In 2010 the Mountain Post was selected to host a Combat Aviation Brigade (CAB). Consequently, in June 2012 the 4th Combat Aviation Brigade (Iron Eagles) was activated by Major Davis as the Brigade Commander and received the first Blackhawks and Chinooks in January 2013. The CAB subordinate units and the rest of the Soldiers and their families are still arriving. The Iron Eagles are projecting they will be completely manned and activated by April 2014.

Our mission is to train, mobilize, deploy, re-deploy, conduct and/or support ground maneuver through aviation operations, and sustain units and teams for combat in order to meet the Combatant Commander’s objectives in defense of our Nation. Additionally, we provide quality of life programs to ensure the well-being and protection of the Mountain Post Community. Simultaneously, we operate a responsive, efficient and sustainable installation, Post Mobilization Maneuver Training Center, and Power Generation Platform. As a Power Generation Platform most employees are involved in providing support and services to Soldiers, Families, and civilian employees. This support includes training, readiness, force protection, sustainment, recovery, reconstitution, well-being, and resiliency.

The EEO Office is under the Installation Management Command Central Region. Fort Carson’s webpage is <http://www.carson.army.mil>. The Fort Carson EEO Office services a population of 3,344 employees. The Garrison Resource Management Office maintains Inter-Service Support Agreements (ISSA) with tenant organizations defining the EEO support and programs provided.

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Data Base Information:

The data for this report was retrieved from Defense Civilian Personnel Data System (DCPDS) which is downloaded to Business Objects XI (BOXI) database using a computer system made available through the Department of the Army EEO Office. Also the Internet Complaints Tracking System (iComplaints) was used to capture the EEO complaints that were processed. The Federal Information Processing Standards (FIPS) Code 8041 was used since the majority of our applicant pool is from El Paso County, Colorado.

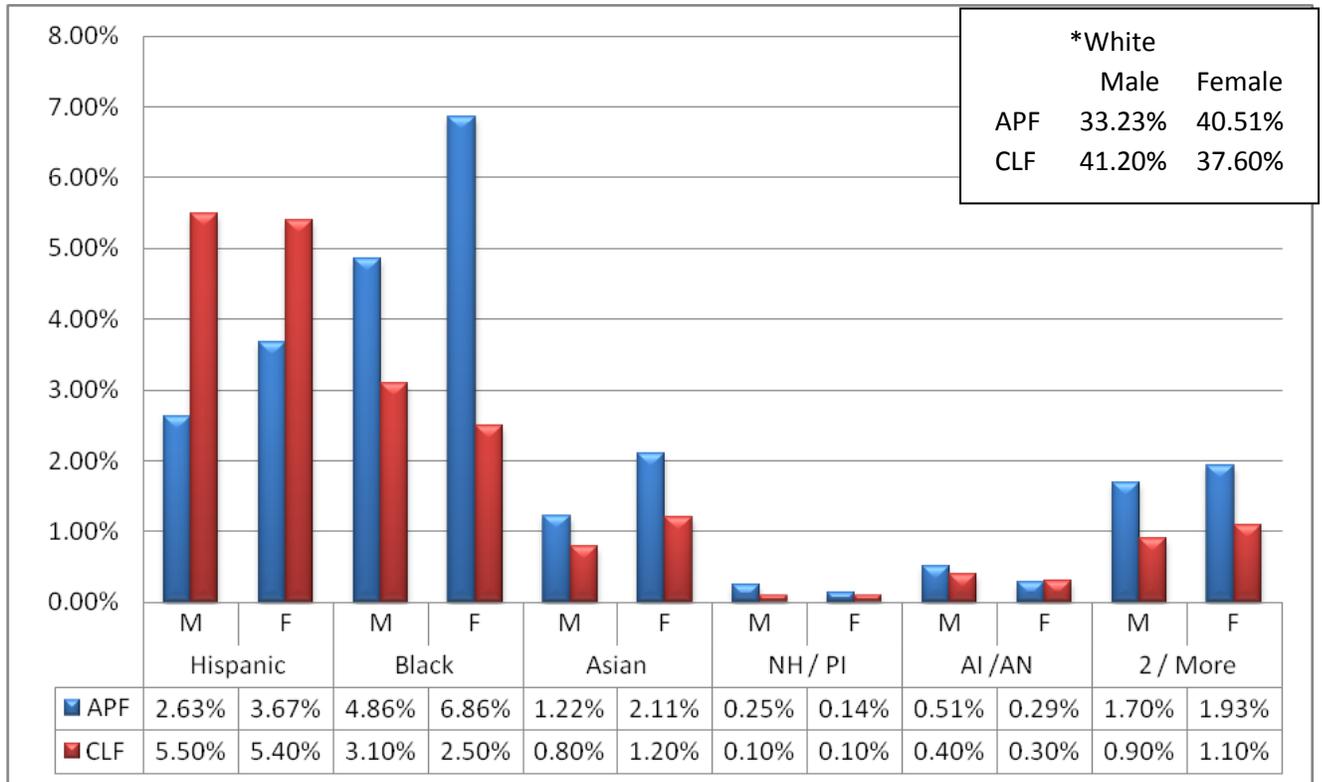
The statistical reporting is done to show parity or disparity with our Civilian Labor Force (CLF) of each race/ethnicity, disability, and gender group. The 2010 census was used for this reporting period. One major change in the 2010 census is in the Hispanic population. Now it's considered an ethnicity and not a race. The generalized comparators are the CLF statistics. These comparators are issued by EEOC and deviations from their use are not encouraged. Not all reported areas are suitable for CLF comparisons, but there are generalized norms one can use to determine if any areas of concern exist. If an area of under-representation is validated, EEOC directives require the development of action items to address the under-representation until it is eliminated. This does not mandate the use of numerical goals and under no circumstance can numerical quotas be used. Action items are those steps needed to address the area of under-representation so that it is eliminated over time.

This report addresses the employment practices and workforce demographics across Fort Carson's variety of organizations. The two commands with the majority of civilian employees are the Installation Management Command and the Medical Command. Many of the data tables do not include the Non-Appropriated Funds (NAF) population which is 19.50% of the workforce so they have been added where appropriate. The provided statistical tables at Appendix B capture the state of the total workforce to include the NAF workforce at Fort Carson. However the RNO data for NAF has been determined inaccurate so an accurate demographic profile is provided at page 14. The Fort Carson Civilian Personnel Advisory Center (CPAC) does not maintain an applicant pool database.

Summary Analysis of Workforce: The workforce civilian population at Fort Carson is 3,344 Appropriated Fund (AF) and Non-Appropriated Fund (NAF) personnel. The White Civilian Labor Force (CLF) for 2010 is 78.8% (a decrease of only .1% from the 2000 census). Our White total appropriated fund and non-appropriated workforce is 61.08% (an 8.48% decrease from 2012 total population of 69.56%). Also the Minority RNO/Ethnicity decreased from 39.93% to 38.92% a decrease of 1.01% from 2012. The chart following is a breakout of the FED9 career fields by gender, race and national origin (RNO) for the appropriated fund personnel. Chart 11 depicts Fort Carson's workforce for the last three years and concludes with the non-appropriated fund population on page 12.

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APF Workforce by RNO and Gender



*NH/PI: Native Hawaiian and Pacific Islander
 *AI/AN: American Indian and Alaskan Native

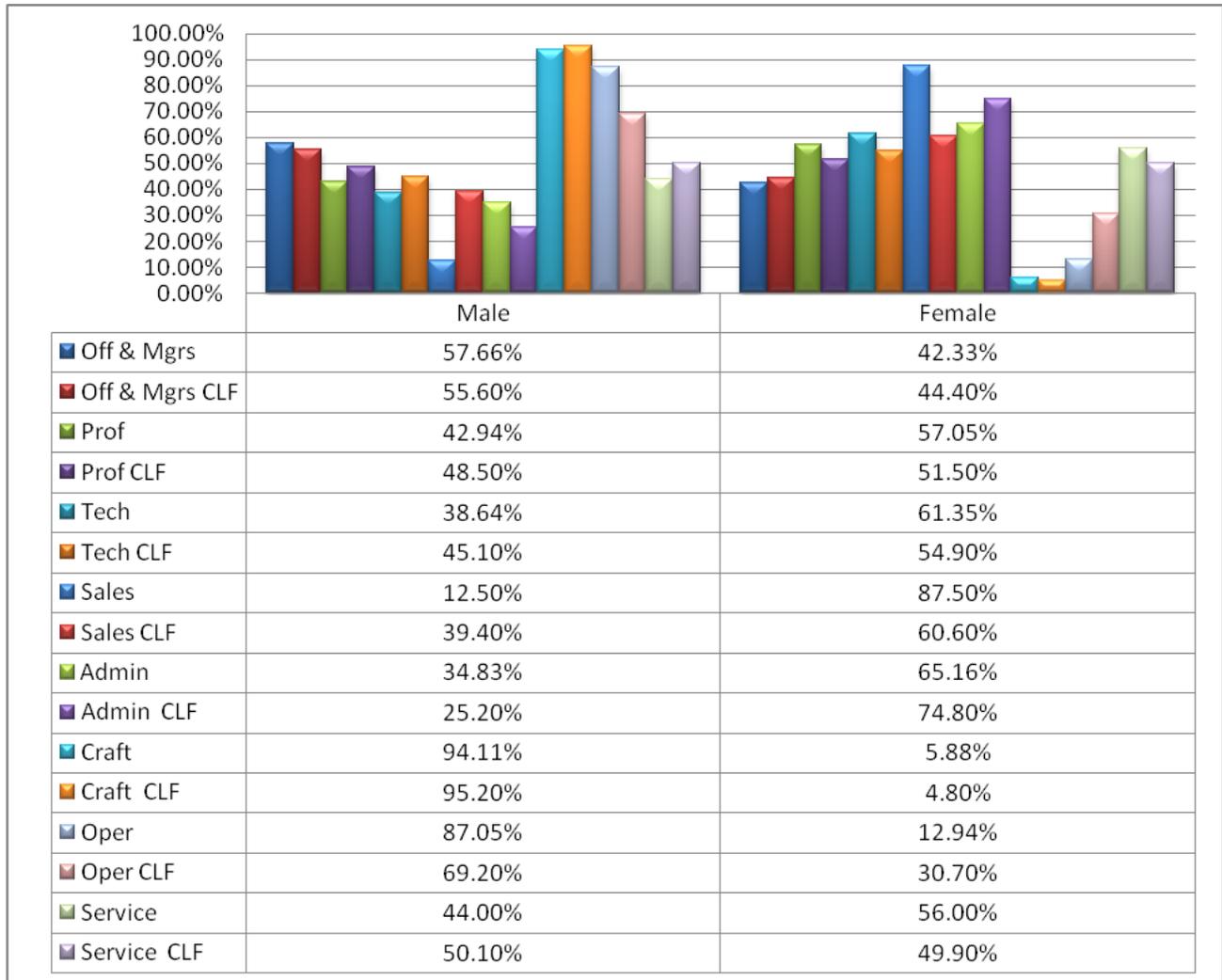
All races other than Hispanic (both Male and Female) and White Male exceed the CLF demographics. Black females are represented 4.3% more in the Fort Carson Workforce than in El Paso County. White females exceeded the local CLF by approximately 3.0 %.

* Note: The textbox above is done to allow more graphic representation of smaller Race/Gender categories.

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APF FED 9 by Gender



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Women make up 55.60% of the Fort Carson workforce, exceeding the local civilian labor force by 8.10%. This is due in part to female dominated careers such as nursing and medical support specialists/assistants at Evans Army Community Hospital. Most of the hiring this fiscal year occurred in the medical fields; however there was only a slight decrease of the overall population by 1.15% from last year. Females are over parity on two of the three higher educated categories (Professionals and Technicians) and below parity on Officers and Managers category. The Males are below parity compared to FED 9 CLF on Professionals and Technicians but over parity by 2.06% on the higher educated category (Officers and Managers). Males continue to dominate the Operative category both at Fort Carson workforce and the civilian labor market.

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APF FED 9 by RNO

FED 9	Hispanic	White	Black	Asian	NH/PI	AI/AN	2/More
Off & Mgrs	7.66	69.66	13.66	2.33	0.66	1.00	4.99
Off & Mgrs CLF	6.80	82.00	6.30	1.40	0.20	0.70	2.60
Prof	4.06	83.79	5.16	2.28	0.09	0.98	3.57
Prof CLF	5.90	85.70	4.00	2.00	0.40	0.50	1.50
Tech	5.93	73.66	11.67	4.45	0.21	0.84	3.18
Tech CLF	13.40	75.10	5.10	2.00	0-	0.60	3.80
Sales	12.50	50.00	12.50	12.50	0	0	12.50
Sales CLF	13.60	74.20	5.70	2.40	0.10	0.30	3.70
Admin	7.78	59.41	21.92	4.90	0.80	0.61	4.49
Admin CLF	12.10	77.00	6.90	1.70	0.40	0.40	1.50
Craft	5.88	82.35	8.82	2.94	0	0	0
Craft CLF	15.20	76.30	5.00	1.70	0.60	1.10	2.00
Oper	8.23	72.93	10.58	4.70	1.17	0	2.35
Oper CLF	14.80	73.10	6.90	3.40	0	0.20	1.50
Service	9.99	60.33	15.99	3.00	0.66	0.66	2.32
Service CLF	14.40	70.60	7.40	2.60	0.02	0.70	4.60

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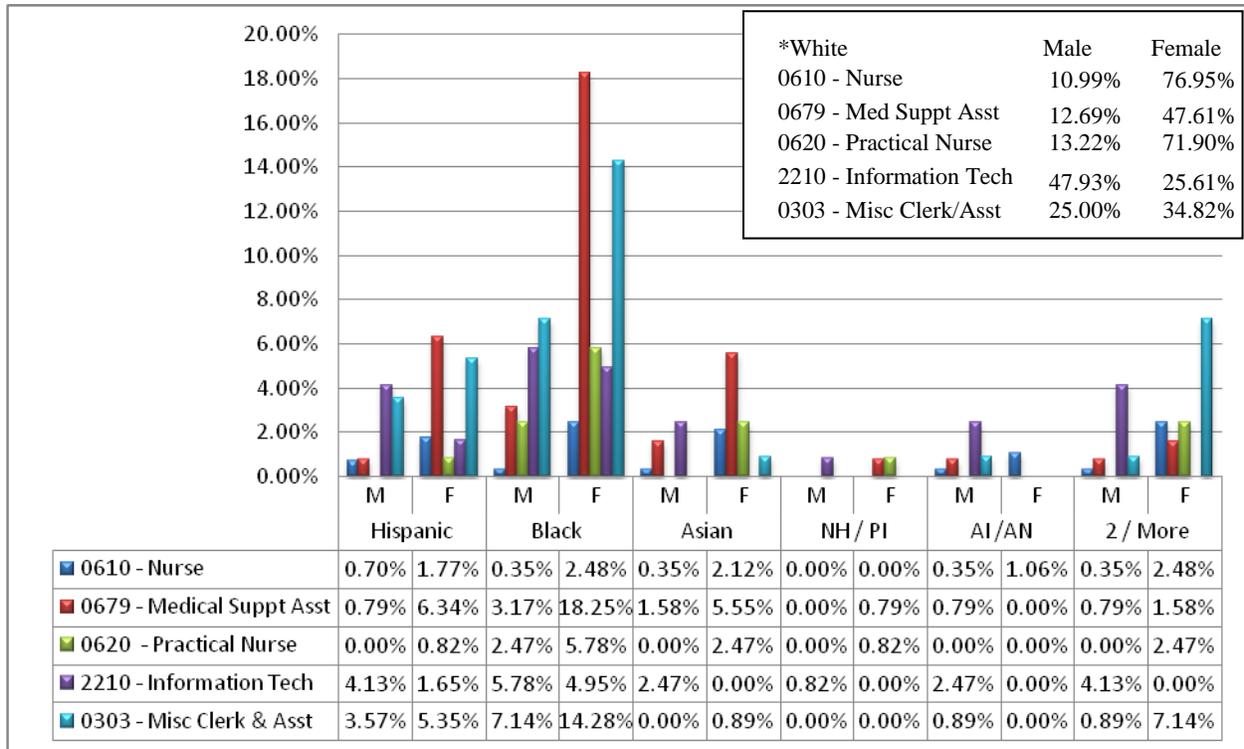
The red depicts below parity on that particular FED 9 category and the reverse is for green, above parity. All races are represented within the FED 9 categories. All races with the exception of Whites exceed the Officials and Managers career fields and Blacks surpass the CLF by 7.36%. With the exception of the Craft category the Whites lack parity in all FED 9 categories. For the first time Hispanics gained in all the FED 9 categories from previous years.

** The Laborer category is not depicted because the Fort Carson and CLF population is at zero.

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Five Most Populated Occupational Series



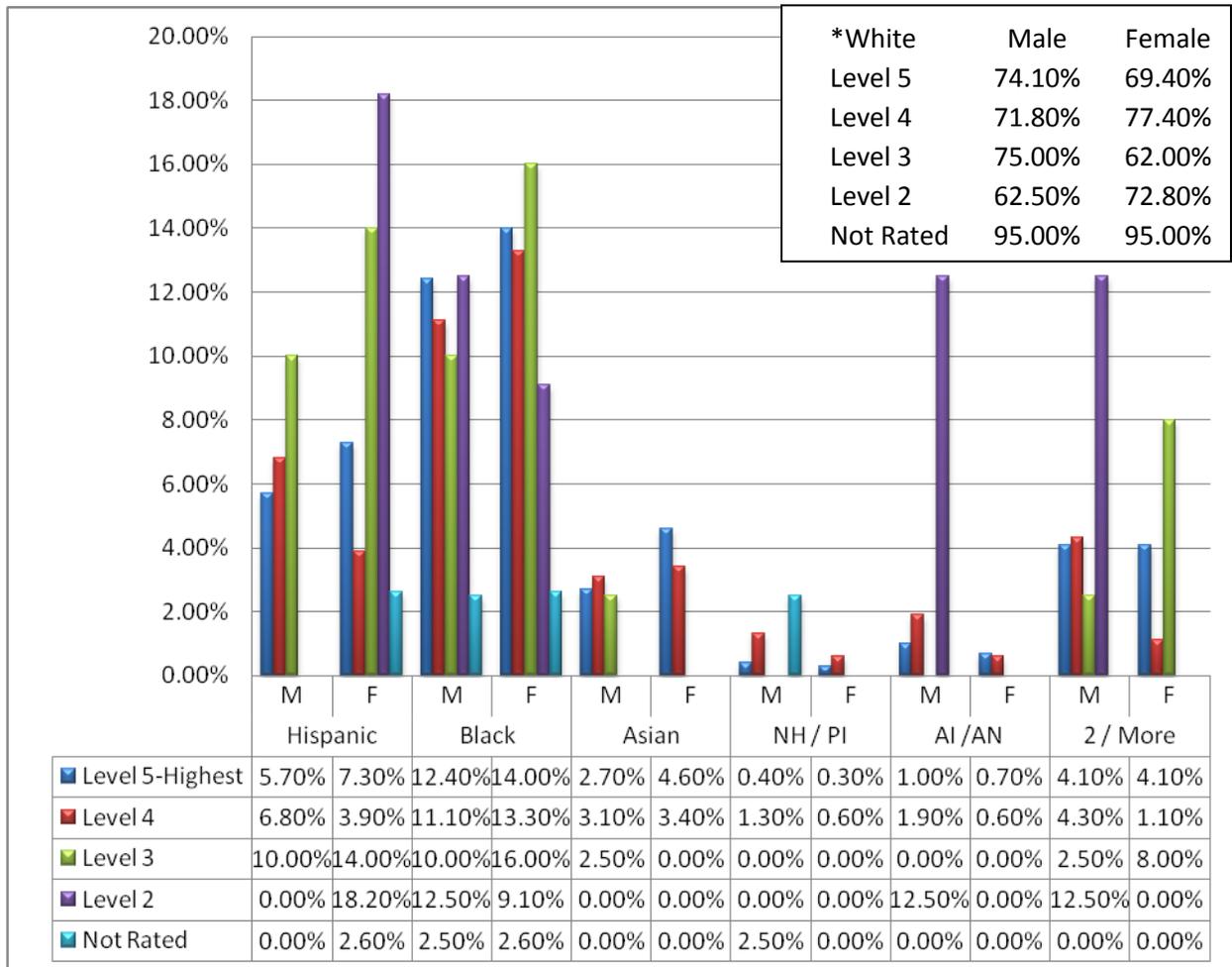
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With the exception of IT, females dominate four out of the five most populated career fields. All races are represented in all top five career fields. In FY13 the Misc Clerk & Asst population declined from being the third most populated series to fifth. The IT population increased from being the fifth most populated to being fourth in FY 13.

* Note: The textbox above is done to allow more graphic representation of smaller Race/Gender categories.

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Awards by Performance Level



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Females make up 55.92% of Level 5 ratings and Males made up 44.02%. Male level 5 rating median award was \$537.00 (\$195.00 less from FY12) and \$553.00 for female (\$7.00 greater than FY 12).

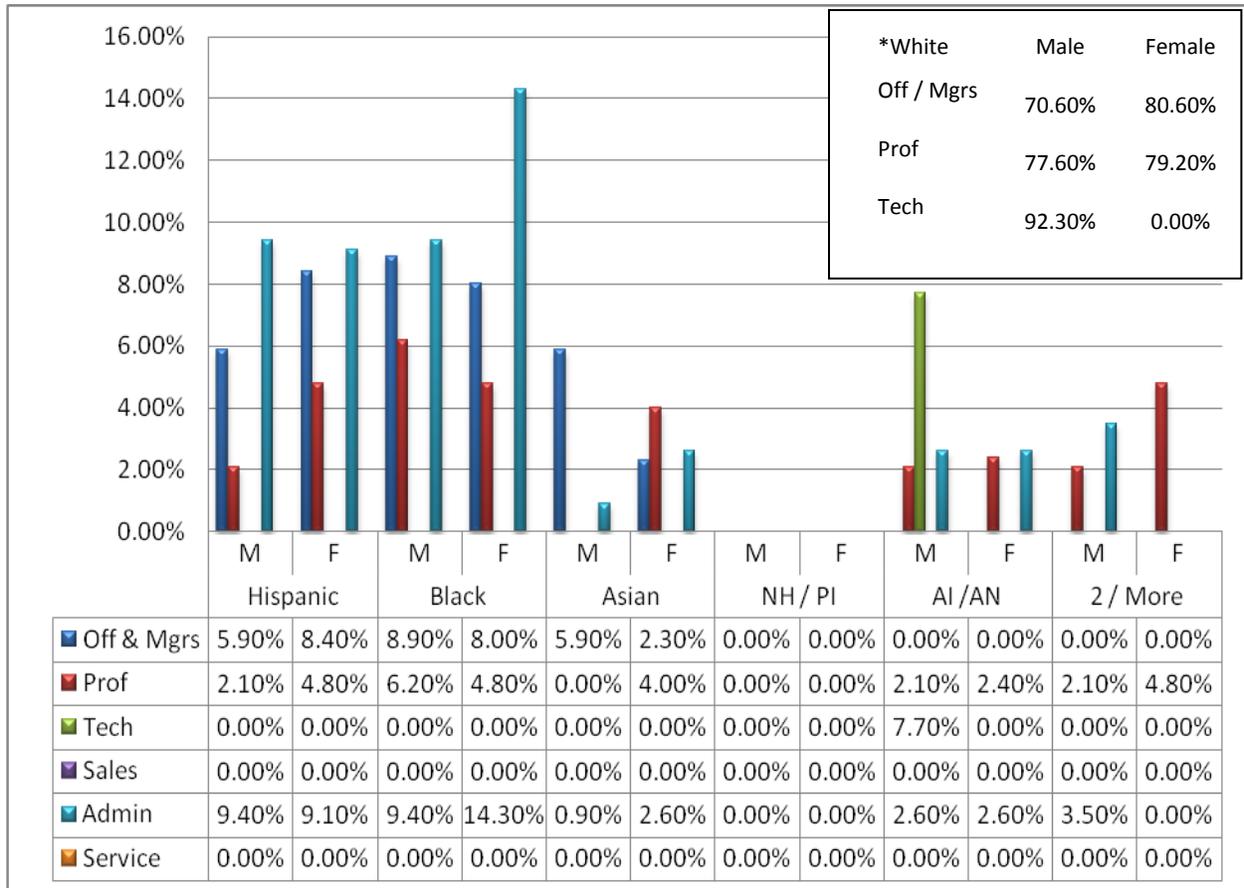
Level 2 awardees median award was \$537.00 for Males (\$287.00 greater than FY 12) the same amount as it was for FY13 Males Level 5 rating and \$439.00 for females (\$12.00 more from FY 12 . With the exception of NH/PI Level 2 awardees were represented throughout all RNOs. Overall the awards are not proportional by race/gender.

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APF GS-11 Average Grade by RNO for Fed 9



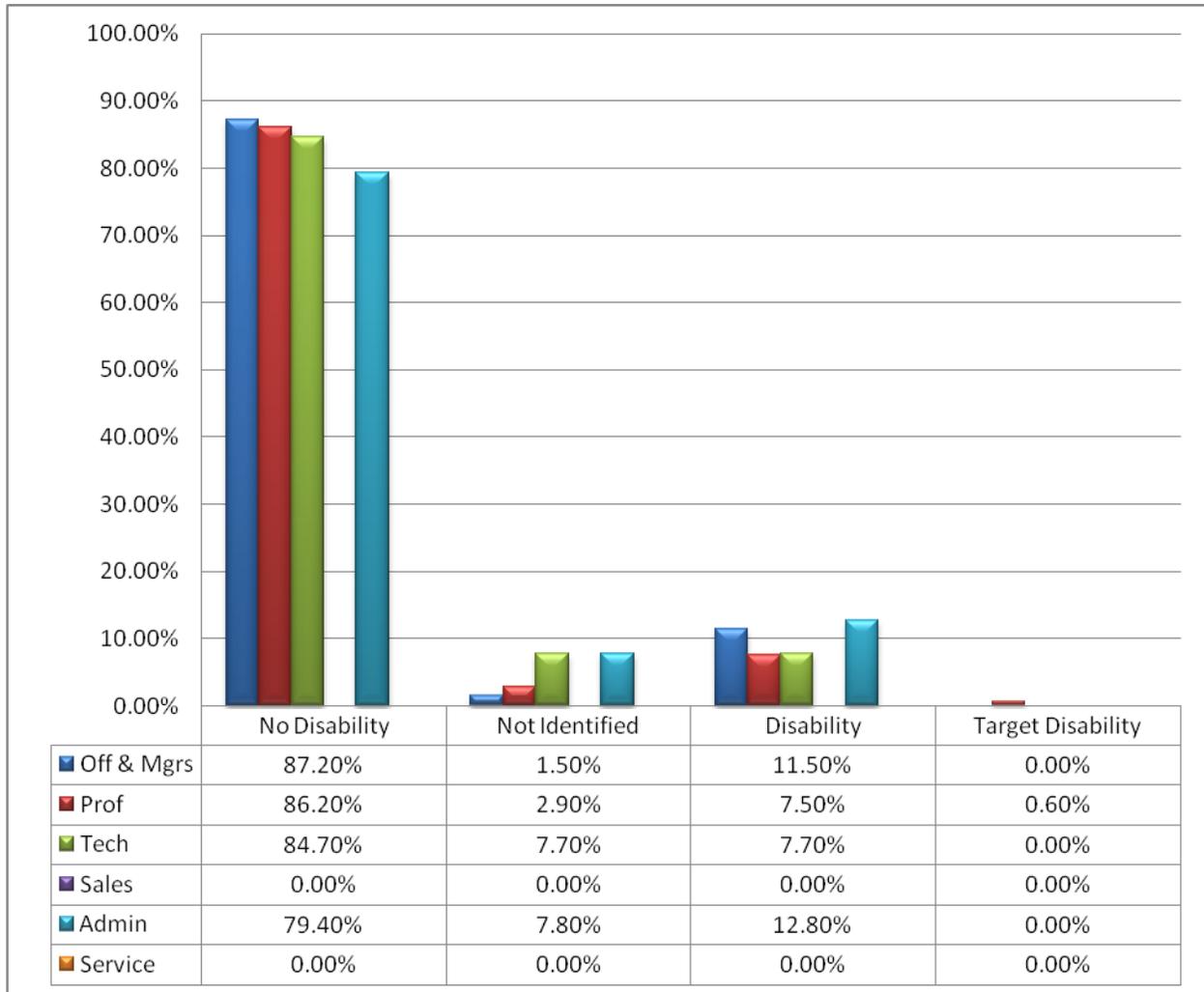
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GS-11 is the average grade of the APF workforce. With the exception of NH/PI Officials/Managers and Professionals are concentrated in the FED 9 fields and represented throughout the races and gender. The Technicians' category is made up of all males and the Professional category is predominately female and concentrated in the medical field.

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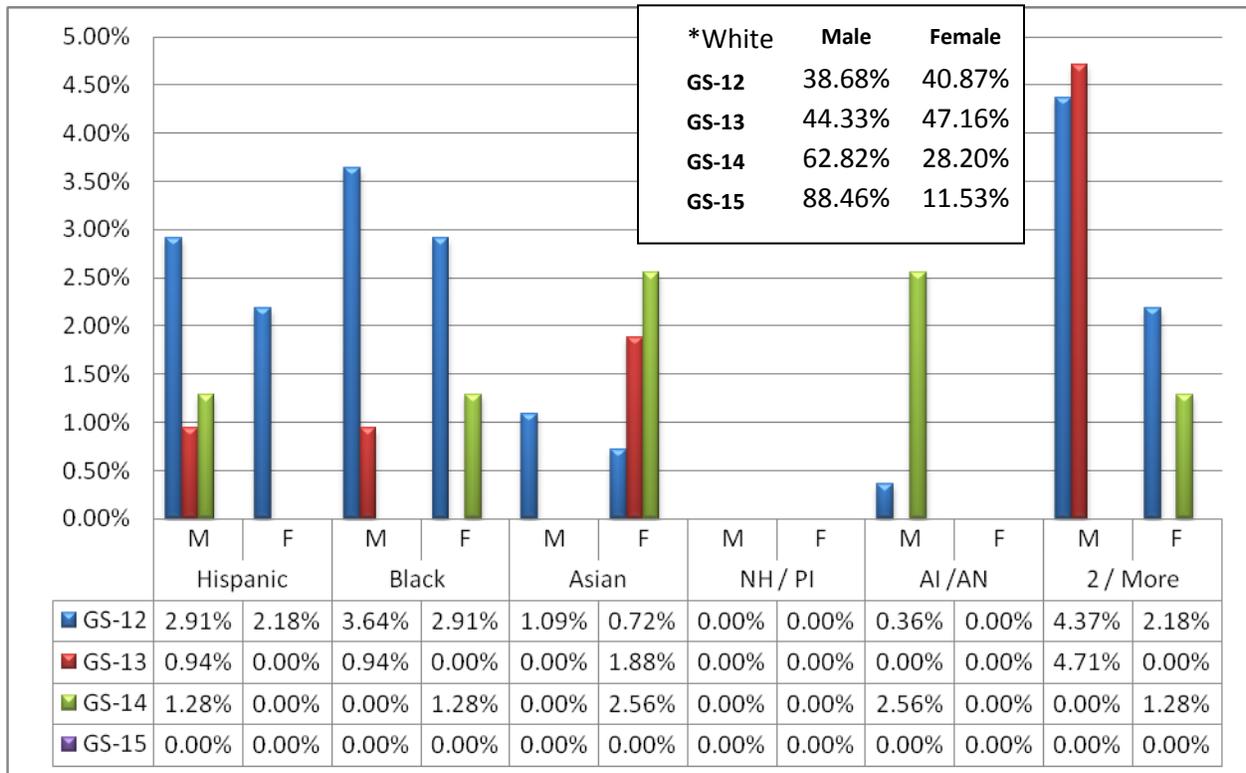
Average Grade GS-11 by Disabilities/No Disabilities for FED 9



The average APF grade level is GS-11 held by 446 employees. Of this average grade grouping, it is clear that there are higher rates of self identified individuals with disabilities. This group is almost at parity with the overall workforce percentage of people with disabilities. The workforce claims some kind of a disability of 10.74% and this grade group claims 10.6%.

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APF High Grades by RNO and Gender



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In comparison to our overall population we are below parity for women and minorities in our higher graded positions. This fiscal year the permanent APF male workforce increased from 43.24% to 44.50% while the female population decreased from 56.75% to 55.60%. Females in the grades of GS12 and higher hold 14.40% of the positions while males hold 24.70%. Overall, the minority population also decreased by .04% of the APF workforce; however there was a slight increase from 14.97% to 15.30% of minorities that hold grades GS-12 or higher.

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Total Workforce for the last three years by Disability, Gender and RNO

APF By Year	2011	2012	2013
APF Total workforce	2987	2967	2693

Gender	2011	2012	2013
Male	44.90	43.25	44.50
Female	55.10	56.75	55.60

RNO By Year	2011	2012	2013
Hispanic	6.30	5.93	6.30
White	72.30	73.69	73.74
Black	12.80	11.69	11.72
Asian	3.70	3.53	3.33
NH / PI	0.50	0.43	0.39
AI / AN	1.00	1.00	0.80
2 / More Races	3.40	3.66	3.63

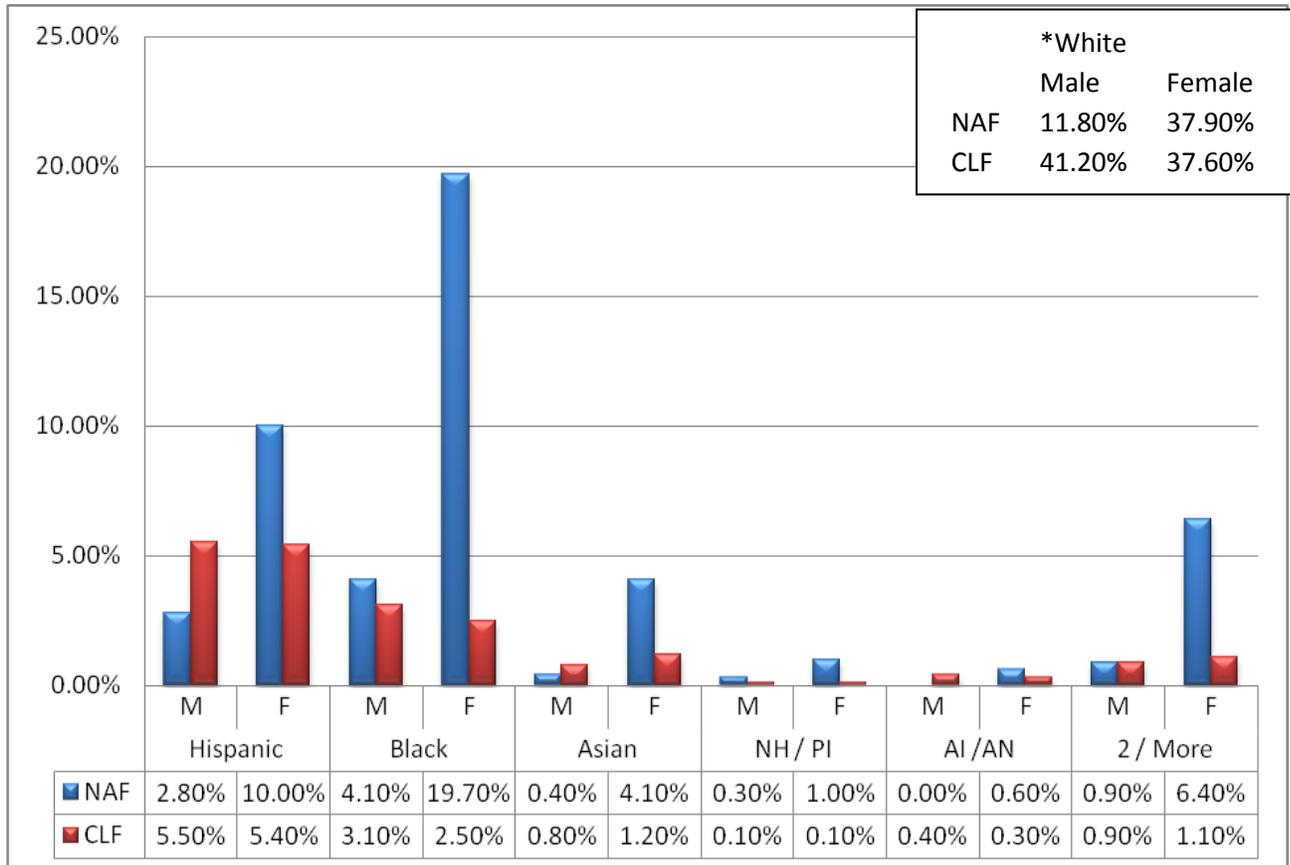
Type	2011	20112	2013
No Disability	87.60	87.10	87.74
Disability	12.40	10.60	10.74
Targeted	0.80	0.70	0.77
Not Identified	2.00	1.60	1.78

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Overall our population has decreased by 274 Appropriated Fund employees from the previous year. However, people with targeted disabilities increased overall by .07%. The overall RNO has not changed by more than 1%. Since 2011 the Female population decreased by 1.15% and the Male population increased by 1.25%.

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NAF Workforce by Gender and RNO



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The Non Appropriated Fund (NAF) employees represent 19.50% of Fort Carson’s total workforce of 3,344 a decrease of 1.50% from FY 12. Women are 79.60% of the NAF workforce, exceeding the local civilian labor force by 32.10% due in large part to the female dominated child care occupations. NAF has the highest representation in all race and national origin categories when compared to the Appropriated Fund (AF) Workforce.

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Model Program Summary

Even with staffing and budget constraints Fort Carson leaders are constantly striving to become a model employer and working towards the goal of a model EEO Program. All six essential elements of a model EEO Program are in place to continually provide services to the Fort Carson workforce. Fort Carson's operations' tempo, the constant rotation of troops and hiring restrictions negatively influence the availability of our collateral duty personnel to perform EEO complaint counseling activities and currently the EEO counseling is conducted by two EEO staff members. This fiscal year the EEO staff conducted seminar style training on EEO and reasonable accommodation responsibilities upon request from the leadership. However, EEO for Supervisors and Anti-harassment training were computer-based. One hundred percent of the workforce completed Sexual Harassment/Assault Response and Prevention Program (SHARP) training that included discussion of EEO rights and responsibilities and nearly 90% of the workforce completed the Anti-Harassment training.

The EEO Office is an integral part of the Command Staff and is always invited and represented at command functions. The EEO Office works extremely well with the Labor Counselor, the Civilian Personnel Advisory Center, the local union office, and maintains sound working relationships with primary staff offices in an effort to ensure the organization does right by its employees.

Six Essential Elements of a Model EEO Program

A. Demonstrated Commitment from Command Leadership:

Strengths:

- This marks the fourth year the EEO Office convened the EEO Council, a forum of senior leaders to discuss diversity initiatives and EEO issues. Since its inception the EEO Council has met semi-annually as the installation works to inculcate EEO into daily business practices. The Council is chaired by the Senior Commander and all organizations are represented by their senior civilian and military leaders. This year the EEO Council met on 6 February 2013 and on 14 August 2013. During the meetings the six elements of a model EEO program were emphasized along with updates of ongoing proactive initiatives. Discussion included the Fort Carson Appropriate Fund and Non-Appropriated Fund civilian demographic profile and an analysis of the EEO complaint load to include the disposition of informal and formal complaints. Emphasis was placed on early resolution of workplace disputes. Workforce demographics were disseminated to leaders. As a result of increased attention, Fort Carson experienced a slight increase of people with disabilities and Hispanics, two areas of under-representation and an increase in minorities in higher graded positions. This demographic information is now part of the standard material presented at the EEO Council meetings in an effort to keep leaders updated by individual commands on these critical issues. Additionally, a separate command assessment was briefed to the MEDDAC

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Commander on two occasions. The two largest commands also received an end of year Complaint Activities information paper defining their on-going EEO complaints and disposition of each complaint.

- Continuing its positive trend, this year Fort Carson placed 72 Veterans into positions utilizing VRA appointing authorities. Human Resource (HR) Specialists educate managers on the options available to hire Veterans noncompetitively during the Strategic Recruitment Discussion. Supervisors are given opportunities to review resumes from Army Wounded Warriors (AW2) in the Special Consideration File and other Wounded Warrior candidates for consideration. Throughout this reporting period HR Specialists worked with management on internal placements of Veterans, to include promotions, reassignments, and conversions to new appointments utilizing noncompetitive procedures. VRA appointees with less than 15 years of education are placed on a formal education and/or training plan. The training requirements identified in the plan are tailored to fit the requirements of the position, the needs of the candidate, as well as the needs of the supervisor and organization. Training can encompass college education, online/web-based training, on the job training, and/or attendance at Department of Defense (DoD), Army or Government-sponsored training. Supervisors are required to work with the employee and develop a written training plan. The employee must satisfy the training requirements within two years from the date of appointment in order to be converted to a career conditional appointment in the competitive service.
- This fiscal year The Army Career Alumni Program (ACAP) counselors and leaders have implemented new initiatives for Soldiers leaving the military service. The leaders' goal is to ensure Soldiers are prepared for civilian employment. Over the past year the ACAP Office has assisted approximately 5488 transitioning service members into civilian life. Consequently, some of the 72 Veterans were from that pool of Soldiers.
- The Veterans and Opportunities to Work (VOW) Act Class is a 5-day program designed to prepare Soldiers for adapting to civilian life as they leave the Army. The class is composed of curriculum that includes all the elements that Soldiers are required by law to become familiar with prior to separation. Topics include transition overviews, skills identification, a Department of Labor (DOL) Employment Workshop, financial counseling, and VA Benefits. By directive, Soldiers are required to begin this pre-separation training with no less than 12 months remaining in the Army.
- This year Fort Carson instituted Transition University which is a 7-day program designed to fully prepare Soldiers and families of all ethnicities for adapting to civilian life as they leave the Army. This course covers many subjects such as: building resumes, veteran's benefits, interviewing skills, business networking, self-marketing and touring two- and four-year college campuses. The program has also received support from the local community with instructors from a variety of backgrounds providing Soldiers the opportunity to get answers from the people who work in the private sector daily.
- The ACAP leadership is closely connected to the local Colorado employment community. The center is the main source for information on local hiring events Warrior Transition

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Battalion (WTB) such as the Military Veterans Employment Expo, career fairs at the Air Force Academy, Peterson Air Force Base and Pikes Peak Workforce Center.

- The Transition Services Council (TSC) was established in April 2012 and continued to meet to identify issues and solutions in the transition processes currently being implemented. The TSC maintains a working relationship with several organizations in the community related to Veterans and Veterans issues to include: The Warrior Family Community Partnership, the Colorado Veterans Resource Coalition, the Peak Military Care Network, the El Paso County Homeless Veterans Committee as well as numerous other Veterans service organizations. There is a working relationship with the Army Wounded Warriors (AW2) Advocates, WTB Company Commanders and the Office of Personnel Management (OPM) to get Soldiers and Family members gainfully employed. Soldiers and Family members are able to access services at both the main ACAP Center and at the Soldier and Family Assistance Center satellite.
- Due to the Army Community Service (ACS) leaders' commitment and extensive outreach with the Denver and local community they participated in the Colorado Women Veterans Conference in Denver, Colorado with an outreach table during early October 2012. The conference was focused on health care needs, employment and resources. A total of 300 Female Veterans from across the state of Colorado attended the conference. ACS Employment Readiness also sponsored a two day Career Track event on 17-18 September 2013 to prepare Soldiers and military spouses for employment in the civilian world.
- The Soldier Family Assistance Center leaders coordinated with the Department of Defense's Education and Employment Initiative and jointly hosted an Educational Fair on 22 May 2013. This Educational Fair promoted the resources and services that are readily available for those Soldiers getting out of the service on a medical discharge and to educate Soldiers about their educational benefits and what opportunities they may have available to them upon separation. Representatives from numerous local colleges, training programs, the Wounded Warrior Project, Troops to Teachers, and the US Departments of Veterans Affairs and Education were available to educate and assist the Soldiers in obtaining an understanding of the educational opportunities available to them.
- The Evans Army Community Hospital works with approximately 81 colleges and universities throughout the United States offering externships in a wide variety of health care occupations. These partnerships offer the next generation of the American workforce an excellent opportunity to hone their skills while providing an introduction to federal service within the Department of the Army's Medical Command.
- This marks the second year an Army Community Service employee is representing the Fort Carson Community at the Hispanic Chamber of Commerce. The mission of the Chamber is dedicated to providing opportunities and resources to all businesses and individuals, with a focus on the Hispanic community and its culture. The Hispanic Chamber of Commerce of Colorado Springs was founded in 1988 to promote and assist in minority owned small business development, specifically Hispanic owned businesses in the Colorado Springs area.

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In 17 years the Chamber has seen tremendous growth and change. It has been committed to fostering the goals of the organization geared towards the start-up, retaining, and expanding of local based small minority businesses in the region. Over the last decade, the number of Colorado Springs Hispanic owned businesses has increased significantly and with Hispanics the largest minority group in the Colorado Springs area, this phenomenal growth signifies a more diverse marketplace. The Hispanic Chamber of Commerce of Colorado Springs and its members are a vital link to future business relationships with culturally diverse consumers, workforce, and the expanding global economy.

- In an effort to ensure all employees know their rights and responsibilities; Fort Carson EEO Office participates in the Installation Newcomers' Orientation on a bi-weekly basis. The EEO staff specifically explains the EEO Program, emphasizing EEO rights and responsibilities and the importance of employees providing accurate personal information to include race/national origin and disability status to ensure the installation demographic statistical profile is as accurate as possible. Reasonable Accommodation procedures are also discussed along with an overview of EEO training offered to employees.
- Leadership (LDRS) Academy is a leader development program intended to provide soft skill training to emerging leaders. Employees self nominate to attend the LDRS Academy. The applications were submitted by emerging leaders to their supervisor and directorate chief and finally to the LDRS Academy selection committee. Twenty applicants were selected based on a set of predetermined criteria such as: completion of required training, Army Civilian Education System training, civilian education, time in civil service, benefit to the employee and benefit to the garrison and a written response to a question about leadership. Some of the topics covered in this course include: Project Management, Management-Employee Relations, Providing Effective Feedback, Conflict Resolution, Communication, Diversity Training, Value & Ethics, Teambuilding Activities, and How to Deal with Difficult People. This year twenty-seven percent of the LDRS Academy graduates were Hispanics.
- Fort Carson has a strong commitment to employing individuals with disabilities. This is evident in our contracted workforce. Ability One Contracts for Goodwill Industries, Service Source, Inc. and Post Custodial are represented on Fort Carson. They provide services in Document Management to include document imaging, scanning, and copying support services, custodial services to Fort Carson facilities including Evans Army Community Hospital, and Dining Facility Attendant services. Lastly, Envision (the mandatory source for office supplies) hires numerous individuals with disabilities.
- The Colorado Military, Veteran and Spouse (MVS) Employment Coalition has transitioned from the previous Pikes Peak Employment Forum that was established in March, 2011 for the purpose of benchmarking resources to minimize the barriers for the Military Member, Veteran and Spouse population that the stakeholders serve. The stakeholders meet on the third Tuesday of each month. There was recognized value added through the establishment of the forum but a need was identified for the group to be better defined and more inclusive of community representatives. As a result, a task force came together and

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developed the mission and vision, stakeholders were identified and coalition actions and tasks were forecasted. This action-oriented community coalition aspires to partner with Colorado MVS population stakeholders to best utilize resources, create an effective flow of communication, to establish a unified support network and to minimize a redundancy of services. The mission of MVS is to prepare and connect career ready Military Members, Veterans and Spouses with MVS ready employers. The government and private stakeholders include:

Government	Private
Department of Defense: ESGR, Army (ACAP, AW2), AF, OWF	Corporations/Companies (Employers – HR Representatives/Recruiters)
Office of Personnel Management – Veterans Services	Veteran Recruiting Networks
Veterans Affairs - VR&E, Compensated Work Therapy, VA for Vets	Career Coaches (HSC, Ken Barker)
Department of Labor: VETS, Realifelines, CDLE – PPWFC, Jefferson County	Non-Profits – USO Hire Heroes, AspenPointe, SVA, Wounded Warrior Project, LeaderQuest
Division of VocRehab – State Chamber of Commerce – State, County and City Government	Staffing Companies: Add Staff, SoS, Frontline Solutions, Goodwill Staffing, Tech Systems
	Schools/Colleges/Training Institutes
	Society of Human Resource Management (SHRM)

- In September, 2013 the CO MVS sponsored an Employer Workshop that provided guidance to hiring managers, recruiters, company officials and HR professionals on topics such as "The value of a Veteran, how to tap into the Veteran talent pool, job related hiring support resources such as ADA, non-profits and tax incentives." Employers are often discouraged because they are unable to identify job-ready candidates when they want to hire Veterans and their military spouses. To remedy that issue the CO MVS developed a LinkedIn account and now drives all transitioning service members, Veterans, spouses and employers to that group. The end result - job ready candidates connect with Veteran ready employers.
- The Department of Public Works (DPW) leadership is committed in hiring and promoting disabled Wounded Warriors. During FY13 DPW hired a Program and Management Analyst at the grade level of GS-13. Currently they are hosting a Financial Management Analyst,

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GS-11 Permanent DA Intern Placement. The DPW leadership are mentoring and evaluating their disabled Veteran employees resulting in promotions during this FY. Some of the promotions included: Pinion Canon Maneuver Site Facility Manager, GS-1601-11, Civil Engineering Technician, GS-0802-08 and Civil Engineering Technician, GS-0802-09. The DPW Veterans and other Fort Carson civilians have attended developmental and formal training.

- The Fort Carson DPM continues to work diligently with RA Committee members (comprised of CPAC, Occupational Health, EEO and management officials in the immediate chain of the requester). This team approach ensures RA requests receive the utmost attention and are acted upon in an expeditious manner. During this reporting period, the DPM has tracked 14 requests for RA from primarily long term employees. RA requests coordinated by the DPM have involved purchase of ergonomic equipment, changing the use of cleaning products, liberal sick leave usage, and communication devices/software for employees, and adjustment of duties within the employees' position description, weight bearing suspenders, and adjustments to work schedules. The DPM frequently consults with the local State Division Vocational Rehabilitation (DVR) Office, Rocky Mountain Americans with Disabilities Act Center, and the Job Accommodation Network for subject matter expertise.
- In March 2013 the EEO Manager conducted a self assessment of the EEO Program using a Standardized Army Checklist and rated the program overall at "Green."
- EEO policy letters are issued on a timely basis and disseminated through e-mail to all supervisors and are available on the Fort Carson EEO Office Website at <http://www.carson.army.mil/EEO/new%20site/policy>.
- All three Army performance systems include a commitment to EEO by managers and leaders. Fort Carson follows the Department of the Army's Table of Penalties for disciplinary actions.
- The EEO Officer and staff have direct access to commanders and principle senior leaders to address and resolve complaints/workplace issues.
- The EEO Office is staffed in accordance with the new Table of Distribution and Allowances (TDA). EEO Specialists have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions.
- The EEO staff constantly strives to stay current on EEO policies and RA program. On 26 August 2013 the EEO Office and Civilian Personnel Advisory Center personnel attended a Computer/Electronic Accommodation Program (CAP) class conducted by two CAP instructors. The instructors discussed the needs assessment process and some of the available assistive technology (AT) solutions for various functional limitations. Additionally, they demonstrated some of the adaptive equipment readily available such as keyboards, head sets, speech recognition software and other hands free technology to aide employees with

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dexterity impairments. An additional session was held at EVANS and at the Warrior Recovery Center Clinic.

Deficiencies

- Tracking of agency Reasonable Accommodation efforts is hampered by managers not regularly reporting their accommodation activities to the EEO Office. The EEO Office has visibility on accommodations that typically cannot be made by the immediate supervisor.
- Major renovation projects under Uniform Federal Accessibility Standards are not funded to 100%, and a complete Facilities Accessibility Survey was not conducted this year by the Directorate of Public Works (DPW).

B. Integration of EEO into the Command's Strategic Mission:

Strengths

- The EEO Officer co-champions the Fort Carson Campaign Plan Soldier Line of Effort. Initiatives in this area focus on the civilian workforce environment and employee satisfaction. She also facilitates regular employee and manager forums aimed at enhancing effective communication across the organization.
- A "Shared Neutrals" Program is in place with neighboring Air Force Installations in the Colorado Springs area. Mediators are shared between the installations to ensure neutrality in resolving complaints of discrimination or workplace disputes at the lowest levels.
- The EEO Manager is under the direct supervision of the Deputy Garrison Commander.

Deficiencies: None.

B. Management and Program Accountability:

Strengths

- Negotiated Settlement Agreements are coordinated with the Civilian Personnel Advisory Center, Labor Counselor, and when appropriate the Resource Management Office.
- Fort Carson has had no findings of discrimination. A majority of issues raised by employees are mediated successfully at the earliest complaint stages. Managers are always receptive to resolving issues at the lowest level.
- The Quarterly Installation Status Report reporting system includes seven metrics that provide the Commander a status of "how well" the EEO program is being administered. The reports show a robust EEO program in compliance with regulations.

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Deficiencies: None.

C. Proactive Prevention of Unlawful Discrimination:

Strengths

- The EEO Office has developed training courses that are focused on common workplace issues. The seminars are specific to civilian employees, and additional training is provided to first and second line supervisors who must consider EEO issues when making personnel decisions. Due to staffing shortage this year EEO for Supervisor and Anti-Harassment training were not conducted face-to-face but instead were computer-based. The Fort Carson civilian workforce also completed the Sexual Harassment Assault Response Prevention training. The EEO Office provides EEO training that includes RA to Fort Carson supervisors and managers to ensure they understand the RA policy and procedures as part of the efforts to accommodate Veterans with disabilities.
- EEO seminars include: *Respect in the Workplace, Team Building, An All Inclusive Workforce, Tapping into the Talents of Our Veterans, Effective Communication is the Key, Reasonable Accommodation, and Managing a Diverse Workplace.* These EEO Seminars are interactive, one to two hours in length, and scheduled every quarter or at the request of an organization. These proactive initiatives allow supervisors to quickly gain knowledge that can immediately be implemented to improve their personnel administration. All seminars course descriptions are listed on the EEO website <http://www.carson.army.mil/EEO/new%20site/training.html>.
- The EEO Manager taught a Diversity and Inclusion seminar to the emerging leaders of the Leaders Academy. This group was able to recognize the value of diversity in the workplace and how to ensure an inclusive environment for sustained mission accomplishment.
- Now in its fourth year of publication the EEO quarterly newsletter *EEO Focus – News You Can Use!* Consistently receives positive feedback from managers/supervisors, employees and the IMCOM Headquarters Staff. The newsletter has become one of our proactive tools to disseminate pertinent EEO information through e-mail, our website, and posting the newsletter on agency bulletin boards. This newsletter is designed to keep managers and supervisors informed about current critical EEO information and initiatives. Every manager/supervisor has a responsibility to ensure that they provide a workplace free from harassment and discrimination. This initiative enhanced their awareness of issues that impact the work environment while offering them advice and information that they can immediately put into practice that will create a more effective workplace. The newsletter has provided timely information on how they can support EEO business practices. The newsletter highlighted topics including the USA Medical Command's Guidance on service animals in the workplace and a Soldier's success story after separating from military service. Other articles outlined easy reasonable accommodation ideas when employees experience migraine headaches, Parkinson's disease, PTSD and anxiety; an explanation of the reasonable

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accommodation process and do's and don'ts of disability etiquette. Additionally, insight was provided on how to behave civilly, becoming a model employer, and how to facilitate a conflict conversation.

- This year EEO staff implemented a Supervisor's Edition of the EEO *Focus News You Can Use!* (Encl 7) that included articles on Federal EEO Laws, defined harassment, outlined the role of a manager/supervisor in enforcing EEO policies, how to understand anti-discrimination laws, responding to Reasonable Accommodation requests, creating a culture of respect and communicating through conflict with their employees.
- The EEO staff produced a one page flyer that delineates every facet of the EEO program (Encl 8). It includes the laws, protected categories, complaint filing, timelines, examples of employment harm, the complaint process, Reasonable Accommodation procedures, and where employees can turn for assistance. The flyer is posted on agency bulletin boards across the installation.
- The EEO staff implemented a one page flyer title "Smart Tips on How to Make the Most of Your Furlough" (Encl 9) and was disseminated the Fort Carson Workforce. This flyer provided ideas on how to counteract the negative side effects caused by furlough.
- The Garrison Directorate of Human Resources conducted training to assist employees in reaching their career goals. This training enabled all employees to complete an on-line civilian leader improvement battery assessment. Employees had to assess six personal attributes, 29 competencies and their leadership abilities. This assisted the employees in developing career goals and to look at their specific career program series and self nominate for courses in their career field. This initiative should aid employees in gaining knowledge and obtaining training they need to progress in their career.
- On 6 February 2013 and 14 August 2013 the workforce demographics were disseminated to leaders during the semi-annual EEO Council Meeting. Organizational leaders were made aware of the current Fort Carson civilian population which continues to have minor deficiencies in the representation of individuals with targeted disabilities, Hispanics and representation of minorities and women at higher grade levels. This information is now part of the standard materials presented at the EEO Council meetings in an effort to keep leaders updated by command and directorate on this critical issue.
- Hiring initiatives were pursued through alternative recruiting efforts such as participating in local career fairs at surrounding colleges, collaborative efforts with the Army Career and Alumni Program (ACAP) and the Army Community Services (ACS) to promote available jobs at Fort Carson across the local community. Additionally, vacancies were posted with the Pikes Peak Workforce Center in an effort to reach minority groups that may be unaware of the hiring activities at Fort Carson. However, the Department of Army was under continuing resolution authority rather than an approved budget during first and second quarter of this fiscal year which meant only vacant positions related to health, life, and safety

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were filled. For most of this fiscal year, the Secretary of the Army imposed a hiring pause that resulted in substantially less recruitment occurring this year as compared to previous years.

- All employees are encouraged to use Alternative Dispute Resolution (ADR), a viable tool utilized by the Fort Carson EEO Office to effectively resolve complaints at the lowest level. In many instances, the EEO team is resolving workplace issues before they turn into complaints using a variety of resolution techniques. The EEO staff is available to provide conflict resolution activities in small group settings when requested by management.

Deficiencies:

None

E. Efficiency:

Strengths

- Web-based complaints tracking system is fully implemented (iComplaints).
- Web-based Business Objects Application (BOA) for tracking RNO, Gender, Disability and Veteran status is effective and user-friendly.
- The EEO Office staff has a system of management controls in place to ensure compliance with any orders or directives that could be issued by either an EEOC Administrative Judge or a Final Agency Decision by Department of the Army.
- Sixty-six pre-complaints were counseled or mediated within the regulatory timeframes (30 calendar days for counseling; 90 calendar days for mediation). Six were outside of the 30 calendar days timeframe for counseling but extension of the timelines led to successful resolution of the issues.

Deficiencies

- Accuracy of data (DCPDS) is outside of the EEO Office's direct control – Civilian Human Resources Agency (CHRA), Civilian Personnel Operations Center (CPOC) is responsible for this function. We are working in partnership to verify data accuracy whenever possible.
- Six formal EEO complaints were investigated by Investigations Resolution Division (IRD) beyond the regulatory 180 days. Since this occurred IRD has worked closely with Fort Carson to ensure this does not happen with future cases.

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F. Responsiveness and Legal Compliance:

Strengths

- Fort Carson has had no findings of discrimination. A majority of issues raised by employees are mediated successfully at the earliest complaint stages. Managers are always receptive to resolving issues at the lowest level.
- All Negotiated Settlement Agreements (NSA) are monitored for compliance and timeliness.
- Complaints status and events are entered into and monitored through the web-based iComplaints System. An Annual 462 Report is created and validated.
- Fort Carson's EEO Office has complied with all reporting requirements. It has submitted all required reports to higher headquarters within the established timeframes.

Deficiencies: None.

G. Special Emphasis Programs:

- Cultural Events on the installation are conducted by the Military Equal Opportunity Office. Events celebrate Hispanic Heritage, Native American/Alaskan Native Heritage, Black History, Women's History, Days of Remembrance, Asian/Pacific Islander Heritage, Women's Equality Day, and Disability Awareness Month.

Other outreach or services the Installation provided/hosted:

- Volunteer Corps: The Fort Carson Army Volunteer Program connects people with volunteer opportunities to meet new people in interesting and varied settings, and to grow personally while gaining a sense of accomplishment throughout various directorates on Fort Carson. Army Community Service has a place for individuals to contribute to the community, learn new skills, meet others, make new friends, and plan out future career paths. Volunteer opportunities are varied and can meet diverse interests such as administrative support, teaching classes, serving as community mayors, sewing baby bundles, serving as victim advocates or consumer advocates, welcoming new families, and helping others find jobs.
- Employment Readiness Program: The Employment Readiness Program provides assistance and self-development workshops to military families. The mobile lifestyle can restrict an Army spouse's opportunities for employment and career advancement. The program is designed to assist military family members find and secure employment. Employment information is available for opportunities with: Civil Service (appropriated and non-appropriated fund); government agencies including state, city and county; contract positions within Fort Carson and the community; and local companies in the surrounding

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area. Employment Readiness also offers a variety of self-development workshops, training, counseling, seminars, and job fairs to include resume/ Resumix writing, career assessments, interviewing techniques, dress for success, building a career portfolio, and computers for beginners.

- **Multi-Cultural Support Groups:** The Relocation Readiness Program currently offers three cultural support groups for family members: German Support Group, Asian Support Group and Hispanic Support Group. These groups meet at the Family Connection Center and enjoy socializing, speaking in their native languages and sharing common cultural issues.
- **Multi-Cultural Assistance:** A United States Citizenship and Immigration Service official is available at Fort Carson on a monthly basis to assist individuals with immigration issues, to include Visas, Green cards, USCIS forms and citizenship.
- Fort Carson joins local area military installations including Peterson Air Force Base, Schriever Air Force Base, the United States Military Academy, as well as the YMCA to sponsor and attend multi-ethnic families/soldiers/spouses events including Father-Daughter Military Dance, Military Spouse Appreciation Day, Families First Military Family Appreciation Event, and New Parent Support Home Visitors Program attracting much participation from the military community.
- Child and Youth Services offers a youth employment program for teens called HIRED! that provides employment opportunities and workforce education to military youth. This program teaches youth employment skills, job training, and workplace ethics to better prepare them for employment and future career opportunities.

Disabled Veterans Affirmative Action Program Report is attached at Appendix C (Encl 2).

- Fort Carson is in its fifth year of hosting the Office of Personnel Management (OPM) Veteran's Services Representative for the Western Region. As previous years the OPM representative continues to be very active in the Colorado communities resulting in providing direct support to transitioning service members, Veterans and their Families in their pursuit for federal employment. This past year the Federal agencies in the Colorado job market stepped up the hiring of Veterans, specially disabled Veterans. In FY-2103 Veteran Hiring numbers increased over the previous fiscal years with an unprecedented 72 Veterans selected for Federal positions in the first three quarters of the year alone. Great emphasis has been placed on close-knit coordination among transitional employment support representatives to "connect" job ready candidates with Veteran ready employers. Employer contact databases have been consolidated providing more access to employers by all representatives in effort to increase the exposure of the Veteran population seeking career opportunities. Additionally, job ready candidate databases have also been consolidated providing a full range of job candidates to any employer seeking specific skills, experience and backgrounds.

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- The OPM representative continues to host the Veteran Support Forum that brings the VA, ACAP, DOL, EEO, AW2 and other local support representatives together to serve as a united team to better support the transitioning service members, Veterans and their Families. Lastly, federal outreach has developed into a viable network providing federal agencies access to the incredible talent Veterans have to offer through coordination with the DOL, VA, Department of Veterans Affairs Vocational Rehabilitation and Employment (VA DVR) and community Veteran advocate agencies.
- This fiscal year the OPM representative hosted two Veteran Employment Support Forums focusing on the importance of providing employment services to Wounded Warriors, Veterans, and Family Members. Some of the panel members included The ACAP, PPWF, CPAC, Fort Carson EEO, VA Regional Employment Coordinator, VADVR, DOL, Regional REALifelines Coordinator, and Veterans Employment & Training Service. The forum Emphasis was placed on improving communication between service providers, providing lessons learned, and an overview of assistance available for employment placement.
- The Civilian Personnel Advisory Center (CPAC) is supporting the EEO initiatives to increase the hiring of Disabled Veterans/individuals with disabilities in our workforce including their participation in Employer Panels sponsored by the Soldier and Family Assistance Center for our Wounded Warriors on Fort Carson.
- The EEO team continues to maintain a proactive working relationship with the Colorado State Vocational Rehabilitation Office. The Fort Carson Disability Program Manager and EEO Manager continue to provide advice and assistance to the Vocational Rehabilitation Counselors regarding their clients' resumes.
- EEO personnel conduct Reasonable Accommodation seminars for the Fort Carson workforce. This seminar covers the policies and laws that define an individual with a disability and focuses on the RA procedures. Included in the discussion is detailed instruction on how to manage accommodation in the workplace. This seminar's purpose is to ensure managers/supervisors understand their responsibilities pertaining to reasonable accommodation requests.
- The mission of the Fort Carson Warrior Transition Battalion (WTB) is to provide Command and Control, Primary Care, and Case Management for Warriors in Transition in order to establish conditions to promote a timely return to the force or transition into civilian life. Every Wounded Warrior in the WTB receives a detailed Comprehensive Treatment Plan that addresses the six domains of Physical, Emotional, Social, Spiritual, Family and Career. The goal is to transition a healed and trained Soldier back into the Army or to transition a healed, educated Veteran into productive civilian life. We anticipate that in the coming years many of our WTB Soldiers will work their way into federal employment here on Fort Carson with the assistance of their counselors and our recruitment specialists.

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- Fort Carson demonstrates its support of the Warrior Transition Battalion Career and Education Readiness Program by providing worksites for our Wounded Warriors in different career fields. Throughout the Garrison, Soldiers can be found working in Directorates and offices to include the Directorate, Family, Morale, Welfare and Recreation's (DFMWR) Auto Craft Shop and Directorate of Public Works. The WTB also provided twelve Soldiers to work at the Tax Center during next season. The DFMWR provides training in outdoor recreation career fields. The Evans Army Community Hospital has Soldiers volunteering through the Red Cross in multiple departments. The US Air Force Academy provides worksites in security and recreational fields. Peterson Air Force Base provides Operation Warfighter (OWF) worksites in the Space and Missile Defense Command and in Human Resources, Administration and Training. The Mission Support Element provides work in information technology. Soldiers are offered opportunities to work with federal agencies through OWF Internships. These internships offer Soldiers the chance to learn operations in federal agencies and to network with federal workers. This past year six Fort Carson WTB Soldiers gained employment through their participation in OWF internships. A brief list of federal agencies participating include: Department of Homeland Security, US Forest Service, National Park Service, Bureau of Land Management and Bureau of Reclamation, US Marshalls, US Mint, Tricare, and Defense Financial Accounting Service.
- The Fort Carson DPM continues to work diligently with RA Committee members (comprised of CPAC, Occupational Health, EEO and management officials in the immediate chain of the requester). This team approach ensures RA requests receive the utmost attention and are acted upon in an expeditious manner. During this reporting period, the DPM has tracked 14 requests for RA from primarily long term employees. RA requests coordinated by the DPM have involved purchase of ergonomic equipment, changing the use of cleaning products, liberal sick leave usage, communication devices/software for employees, adjustment of duties within the employees' position description, weight bearing suspenders, and adjustments to work schedules. The DPM frequently consults with the local State Division Vocational Rehabilitation (DVR) Office, Rocky Mountain Americans with Disabilities Act Center, and the Job Accommodation Network for subject matter expertise.
- The Soldier Family Assistance Center's mission is set up to provide "targeted and specialized" services to Veterans. The SFAC staff is trained and possesses experience in coaching and dealing with Wounded Warriors who may have more unique needs than others. For example, Soldiers with traumatic brain injuries may need to have multiple resume writing sessions due to their inability to concentrate for long periods of time. The SFAC has a computer lab where Soldiers/spouses are able to search for jobs and create resumes, apply on-line, and check email. At the same time SFAC Counselors give Soldiers one-on-one help creating, reviewing and submitting resumes on line through the USA Staffing System. There is an SFAC point of contact that works with community agencies seeking to employ Wounded Warriors and provides the agencies with Soldiers' resumes for potential employment. Many Fort Carson Soldiers/civilians have donated new or used career clothing to help Soldiers/spouses dress for success for their job interviews. Also the SFAC hosts the Department of Labor's "Real Lifelines" program and the representative assists Wounded

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Veterans with finding connections to help them get jobs in their home state. A child care facility was built within the SFAC to provide Soldiers' children with day care while the Soldiers and spouses attend their appointments or work on their resumes or job skill training. The SFAC strives to stay ahead of Wounded Warrior needs and provide appropriate services to assist them in their employment needs. This year the SFAC has its own dedicated Education/Employment Counselor. The counselor assists WTU and IDES Soldiers with finding employment or attend college as they leave the military.

- The CPAC has partnered with multiple organizations to enhance their recruitment of Veterans into the Federal Service. They have a dedicated point of contact that participates in quarterly Veterans forum that consists of VA representatives, State Veteran representatives, the Pikes Peak Workforce Center (PPWC), ACAP and other organizations assisting Disabled Veterans seeking employment opportunities. CPAC attended job fairs hosted by the PPWC that included an early entrance time for disabled Veterans.
- Architectural barriers. The Directorate of Public Works ensures accessibility compliance to all renovation and new construction. Unfortunately, Fort Carson is an older military installation and all buildings are not in compliance with ADA requirements due to their age. Funds are not available to bring all of these to the current standard though there is a commitment to ensure customer and employee accessibility concerns receive priority consideration. All new construction or large renovation projects are compliant with ADA requirements.
- Summer youth programs: We have no designated summer employment program, however the Directorate of Family Morale, Welfare and Recreation offers several seasonal positions that are ideal for the youth in the community to include food service, child care, lifeguarding and sports programs. Additionally, the majority of the summer outdoor recreational programs are realized through the work of college students majoring in outdoor recreation.
- ADR Initiatives: The EEO Office has successfully initiated a partnership agreement with our sister DOD organizations in the Colorado Springs area, particularly during the informal complaint process to share mediation resources. We utilize mediators from our local installations not only saving the installation money, but also reducing the time it takes to obtain a mediator. In most cases, we are able to resolve complaints at the lowest level.
- Customer Support: Our strength lies in complaint processing and advising employees and supervisors of their rights and responsibilities as it pertains to EEO. EEO Officials are readily accessible and available for timely advice and assistance. Additionally, EEO staff brief new employees on their rights and responsibilities on a bi-weekly basis.

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Theme and general plan for next year:

Like many organizations, staffing shortfalls will require the team to engage in creative strategies to maintain the level of activities required of a model program and the quality of current operations with a staff of three servicing approximately 3,344 employees. We proudly join our colleagues in our effort to be the “The Best Hometown in the Army – Home of America’s Best.”

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Persons with Disabilities Accommodations provided:

The EEO Office as well as the Civilian Personnel Advisory Center assists managers and employees with their needs for reasonable accommodation. The Job Accommodation Network and the Computer Assisted Technology Program have provided useful information when dealing with such requests. We also partner with the Colorado Division of Vocational Rehabilitation and the local ADA Technical Center. When issues arise the EEO Office relies on a variety of resources to assist with accommodation needs.

Type of Accommodation Requested	Number Requested	Number Granted	Cost of Accommodation
Detail until retirement	2 (one pending)	1	0
Reassignment	5 (pending)		
Change of Work Schedule	3	3	0
Change of Cleaning Products	1 (Employee Resigned)	0	0
Change of Work Assignments	3	3	0
Deaf Communication System	1	1	0
No Direct Patient Care	1	1	0
Ergonomic Adjustments to Work Space	2	2	\$1107.24
Suspenders/Utility Belt	1	1	0

This chart reflects accommodations put in place in FY13. It does not include accommodations that remain in place from previous years.

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Form G summary

Form G Element	Number of Deficiencies this year	Number of deficiencies last year	Number increase/decrease	Percent of Net change
<u>A</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>B</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>C</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>D</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>E</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>F</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

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Complaints processing summary

<u>Total inventory (462)</u>	<u>Median informal days</u>	<u>Median Formal days</u>	<u>Number of formals beyond 180 days</u>	<u>Number of formals accepted or dismissed</u>	<u>Number of formals remanded</u>	<u>Number of ADR offered</u>	<u>Number of ADR conducted</u>
<u>66</u>	<u>23.43</u>	<u>285.6</u>	<u>6</u>	<u>26</u>	<u>2</u>	<u>22</u>	<u>14</u>

Fiscal Year 2013 was an out of the ordinary year for the processing of EEO complaints at Fort Carson. At the start of FY2013, the carryover complaint inventory contained a high percentage of complaints that were more than one year old (typically awaiting action at the EEOC Hearing stage). During Fiscal Year 2013, this issue was remedied through the adjudication of all of these complaints through successful settlement and a number of case closures. At the end of fiscal year 2013, the carryover complaint load into FY2014 only contains cases that were started in FY2013.

While this is a positive outcome of activity, there were a few drawbacks in the formal processing of complaints in FY2013. Foremost was the delay in formal investigations. The Army's investigators (DOD Investigations Resolution Division – IRD) fell behind in their investigations resulting in a number of Fort Carson complaints being out of compliance with the requirement to complete investigation within 180 days of filing. To remedy this, Fort Carson proactively contracted the investigation of one complaint and worked closely with IRD to ensure all other investigations in the inventory were conducted within the regulatory timelines.

Fort Carson has taken every step within its authority to continue to process complaints within the timelines established by the Code of Federal Regulations. However, the timeliness of the Equal Employment Opportunity Commission (EEOC) hearings is out of our control. History has shown that it is taking more than 580 days for a complaint to be heard by an administrative judge at EEOC when they are required to conduct the hearings within 360 days of the filing of the formal complaint. We will work assiduously with EEOC to remedy this issue for the benefit of the complainants and the Agency.