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**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 Mountain Post is the second largest employer in Colorado, surpassed only by the State. The installation stretches south along Interstate 25 in El Paso County into Pueblo and Fremont Counties. 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 Matthew W. McFarlane. Along with the three Brigade Combat Teams of the 4<sup>th</sup> Infantry Division, 4th Combat Aviation Brigade, the Mountain Post also hosts, Division Artillery, a Sustainment Brigade, 10<sup>th</sup> Special Forces Group (Airborne), Evans Army Community Hospital (EACH) and other small tenant activities.

The Mountain Post Garrison team provides mission readiness, support and services for Fort Carson Soldiers, Families, and the Community to fight and win our nations wars. Most employees are involved in providing support and services to Soldiers, Families, and Retirees. This support includes training, readiness, force protection, sustainment, recovery, reconstitution, wellbeing, quality of life, and resiliency.

The Equal Employment Opportunity (EEO) Office is under the Installation Management Command - Readiness. Fort Carson’s webpage is <http://www.carson.army.mil/> and the EEO webpage is <http://www.carson.army.mil/organizations/eoo.html>. The Fort Carson EEO Office services a population of 3,464 civilian employees not counting contractors. The Garrison Resource Management Office maintains Inter-Service Support Agreements (ISSA) with tenant organizations defining the EEO support and programs provided.

**Data base information:**

The data for this report was retrieved from Defense Civilian Personnel Data System (DCPDS) which is downloaded to Business Objects/Business Intelligence (BOBI) 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 Equal Employment Opportunity Commission (EEOC) and deviations

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

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 18.40% of the workforce they have been added where appropriate. The Fort Carson Civilian Personnel Advisory Center (CPAC) does not maintain an applicant pool database.

This reporting year has been very different from previous years in the recruiting initiatives due to COVID-19. In response to COVID-19, we moved to remote work in March 2020 and started to return to the office on 15 July 2020. Services were virtual and are now returning for in person appointments. We did not bring on many new employees in the spring due to the travel restrictions. Hiring slowed down in all sectors.

**Summary Analysis of Workforce:**

The workforce civilian population at Fort Carson is 3,464 Appropriated Fund (AF) and Non-Appropriated Fund (NAF) personnel. The White Civilian Labor Force (CLF) for 2010 was 77.90% (a decrease of 1.00% from the 2000 census). Our White total appropriated fund and non-appropriated workforce is 66.10% a decrease of .40% from last year. This year the Minority Race/National Origin/Ethnicity is 33.90% an increase by .40% from last year. Due to our inability to delete those organizations/directorates that we do not cover, we utilized an alpha roster pulled from Business Objects/Business Intelligence (BOBI). The Hispanic and White population is below parity compared to the Civilian Labor Force (CLF).

The Civilian Labor Force (CLF) Hispanic population for the Colorado Springs area is 11.00%. The Fort Carson Hispanic workforce population comparable from FY19 decreased this year by 0.20% from 4.30% to 4.10%. The 2010 census doesn't consider Hispanic as a race but as an ethnicity. This impacts the Fort Carson Hispanic population because Hispanics are choosing other races such as white, black, or two or more races instead of identifying themselves Hispanic. Consequently, this increases the population numbers in those categories and misconstrues the Hispanic and two or more races numbers. While Hispanics are represented in every career field and across supervisory and management roles, they do not yet reach parity with the Civilian Labor Force (CLF). If we included the employees that claim partial Hispanic ethnicity in the two or more races category we would be above the CLF. This would change the overall population to 12.50% of employees who identify as fully or partially Hispanic.

The Civilian Labor Force (CLF) White population for the Colorado Springs area is 77.90%.

**EEOC FORM**  
**U.S. Equal Employment Opportunity Commission**

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

The Fort Carson White population is 66.10% which is 66.5% which is 11.80% below parity compared to the CLF (77.90%). Women make up 58.50% of the Fort Carson workforce, exceeding the Civilian Labor Force of 47.5% by 11.00%. This is due in part to female dominated careers such as nursing, medical support specialist/assistants and Child Youth Program Assistant/Services. Also, with the exception of Information Technology Management, females dominate four out of the five most populated career fields (Nurse, Child and youth Program Assistant, Medical support Assistance, Practical Nurse, Miscellaneous Clerk and Assistant).

**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 Equal Employment Opportunity (EEO) Program. All six essential elements of a model EEO Program are integrated into the USAG strategy to provide meaningful and measurable services to the Fort Carson workforce. Fort Carson's operations' tempo espoused with the constant rotation of troops and hiring restrictions, pose a negative impact on the availability of our collateral duty personnel to perform EEO complaint counseling activities. The direct result is EEO counseling is currently conducted by our EEO staff. Upon request from leadership this fiscal year, the EEO staff conducted seminar style training on EEO and Reasonable Accommodation responsibilities. The EEO for Supervisors, NO FEAR ACT Training, and Anti-harassment training were web-based this year. Fort Carson had an 88.00% and USAG had a 96.00% completion rate for mandatory EEO training. One hundred percent of the workforce completed Sexual Harassment/Assault Response and Prevention Program (SHARP) training which included a discussion of EEO rights and responsibilities. Our new employees receive an EEO briefing; which consists of the EEO process, Reasonable Accommodations, and their Rights and Responsibilities.

The EEO Office plays a fundamental role among the Command Staff; equating to inclusion at all command functions. The EEO Office maintains an extremely effectual working relationship with the Labor Counselor, the Civilian Personnel Advisory Center, and the local Union Office. The office continues to meet its overarching goal of maintaining open communication and transparent working relationships with primary staff offices. All in an effort to ensure the organization's practices and leadership cultivate a healthy, fair and safe work place and culture in accordance with EEO-related regulatory guidance.

**Six Essential Elements of a Model EEO Program**

*A. Demonstrated commitment from agency leadership*

**Strengths:**

This marks the eleven year the Equal Employment Opportunity (EEO) Office convened the State of the Agency, a forum of senior leaders to discuss diversity initiatives and EEO issues. Since its inception, the annual State of the Agency demographics have influenced and resulted in

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

inculcation of EEO essential elements into installation business practices. The Council is chaired by the Senior Commander and all organizations are represented by their senior civilian and military leaders. The FY19 State of the Agency was briefed from 6 November 2019 to 8 November 2019. This reporting fiscal year (FY20) the State of the Agency will be conducted individually by command from 9 November to 13 November 2020. During the meetings the six elements of a model EEO program will be emphasized along with updates of ongoing proactive initiatives. Discussions will include the Fort Carson Appropriated Fund and Non-Appropriated Fund civilian demographic profile, an analysis of the EEO complaint activity to include the disposition of informal and formal complaints, and reasonable accommodation activities. Emphasis will be placed on early resolution of workplace disputes. Workforce demographics are always disseminated to leaders identifying their areas of under-representation. In spite of leadership efforts, Fort Carson experienced a slight decrease of Hispanics and Whites in the workforce. This demographic information is part of the standard material briefed at the State of the Agency meetings in an effort to keep leaders updated by individual commands on these critical issues. The two largest organizations also received an end of year Complaint Activities information paper defining their on-going EEO complaints and disposition of each complaint filed in the fiscal year.

This year Fort Carson placed 140 Veterans into positions utilizing Veteran Recruitment Appointment (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. The 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.

The Director of Human Resources (DHR) organized Mini Job Fairs conducted in person January and February 2020. Due to COVID in-person job fairs were suspended. In April 2020 DHR engaged job fairs virtually geared towards Active Duty Soldiers who are within 90 days of separation. Employer Days were also held bi-monthly in January and February, going virtual in April 2020. Many partners that could offer internships to continue in 2020 to ensure Soldiers within six months of transitioning; ensuring steady employment after their official retirement date. The virtual Job Fairs for Transitioning Soldiers, Veterans and Spouses took place with the assistance of the Soldier for Life Transition Assistance Program Center. Employers included Abra Auto Glass and Collision, ADK Electric Corporation, AECOM, Allied Universal Security,

**EEOC FORM**  
**U.S. Equal Employment Opportunity Commission**

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

Colorado Department of Corrections, Department of State, Information Technology Engineering Corporation, Mutual of Omaha, Omnitrix, T-Mobile, Pueblo Chemical Depot, TSA, U.S. Customs and Border Protection, U.S. Secret Service, Wells Fargo, Xcel Energy, Charter Communications, Civilian Personnel Advisory Center (CPAC), Raytheon Technical Services Company, Crown Equipment Corporation, Edward Jones, Federal Bureau of Prisons, Johnson and Johnson, Starbucks, TEKSystems, J.B. Hunt, Loomis, The Buffalo Group, Swift Transportation, Comcast, Encore Electronics, Volt Workforce Solutions, Akima Support Operations, Colorado State Highway Patrol, Sears, Solar Energy International, Western Area Power Administration, and Verizon Wireless.

The Military Veterans Employment Expo (MVEE) is an annual hiring event held in the spring. The MVEE is a collaboration with Employers in Support of the Guard and Reserve, the Pikes Peak Workforce Center, and the Military Veterans and Spouse Employment Coalition (MVS). The annual Fall Fort Carson Transition Summit (The Transition EXPO) is a collaboration with the U.S. Chamber and Hiring our Heroes. Both events regularly have over 800 job seekers in attendance. These hiring expos support Active Duty, National Guard and Reserve Soldiers, Veterans, Retirees, and Family members. This year both events were held virtually as to reach all transitioning Soldiers throughout the world. This format is designed to educate recruiters and community leaders on best practices in hiring and retaining Veteran employees.

The Mt. Carmel Center of Excellence, a Veteran's Assistance Program works closely with the Soldier For Life-Transition Assistance Program (SFL-TAP) staff regarding support and services available to the Military and Veteran Community in the Pikes Peak Region. Clients who do not meet the criteria for Mt. Carmel are referred to ACS if eligible. Mt. Carmel is incredibly focused on providing employment through an intensive focus on employment via training and education resources. They also provide supportive social services and resourcing for emergent needs such as housing support, utility resource assistance, financial classes and counseling, food, clothing and resources to legal services, and other non-clinical support services. The behavioral health and wellness team provides support such as treatment for depression, anxiety, trauma or relationship struggles, PTSD, and life transitions.

A Transition Services Council (TSC) was established in April 2012 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 Veteran's issues to include: The Warrior Family Community Partnership, the Colorado Veterans Resource Coalition, the Peak Military Care Network, and the El Paso County Homeless Veterans Committee. There is a working relationship with the Army Wounded Warrior (AW2) Advocates, Soldier Recovery Unit (SRU) 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 SFL-TAP Center and at the Soldier and Family Assistance Center satellite. During COVID-19 these activities continued with virtual contact to ensure the widest contact with transitioning Service Members.

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

The Directorate of Human Resources (DHR) was actively involved in coordinating the Military and Veteran's Employment Expo (MVEE) with the Pikes Peak Workforce Center in executing the 2020 MVEE in May 2020 virtually. The MVEE is exclusively for service members, regardless of branch or affiliation, Veterans, and military spouses. The DHR staff promoted and participated in the Military Veteran Employment Expo (MVEE) job fair for the month of May 2020. They provided referrals to Soldiers, Family members, Retirees, Veterans, and Civilians to register and attend. The MVEE is a striking example of the collaborative efforts and cooperative partnerships that have developed between Fort Carson and the wide variety of governmental agencies, private organizations and both public and private companies.

The Veterans and Opportunities to Work (VOW) Act Class is a 3-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. Soldiers in transition must complete several other requirements to meet Career Readiness Standards (CRS). These requirements include completing a DoD standardized Integrated Transition Plan (ITP), a 12 month post transition financial plan, Military to civilian skills-gap analysis, registering for a DOL Gold Card from America's Job Center, job application package and complete a Capstone briefing. By DA directive, Commanders at all levels will ensure that eligible Soldiers receive the SFL-TAP's standardized transition components and meet CRS. These opportunities continued virtually from April 2020 to May 2020 with in-class resuming in June 2020.

The Soldier For Life-Transition Assistance Program (SFL-TAP) offers a myriad of transition services to Soldiers leaving military service. Over the past year SFL-TAP has assisted approximately 4500 transitioning Service Members through over 33,000 visits to the center. The SFL-TAP program helps ensure Soldiers and their Families make a smooth transition to civilian life while reducing stress associated with transition. The Pre-Separation Briefing is the starting point for the variety of services and training offered through SFL-TAP. This briefing can be completed either on-site or virtually on the SFL-TAP website: <https://www.sfl-tap.army.mil>. Once completed, all of the many benefits that the SFL-TAP offers to transitioning Soldiers (individual counseling, employment assistance, financial management assistance, advanced resume writing, advanced interview skills, and reserve affiliation) become available to the Soldier and their Family members. The Service Provider Referral Information Sheet provides Soldiers with points of contact for employers.

The Employment Readiness Program (ERP) is a component of Army Community Service (ACS). The ACS Director is fully committed to the ERP's key mission of assisting Family Members, DoD Civilians and Retirees in obtaining employment. The ERP works toward promoting a high quality of life and well-being for each individual. The ERP offers professional career development services, counseling services, resume/portfolio development and job search



**EEOC FORM**  
**U.S. Equal Employment Opportunity Commission**

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

strategies. The ERP provides special walk-in appointments for one-on-one resume review and job search assistance to transitioning Soldiers. It also supports the Soldier For Life Program by attending their monthly meetings, job fairs, open houses, and by sharing job announcements. The ERP provides a weekly "Hot Jobs" listing for local employment opportunities. Hot Jobs is located on the website at <https://carson.armymwr.com/programs/army-community-service>. The staff promoted and participated in a variety of virtual job fairs throughout 2020 due to COVID-19.

The Employment Readiness Program (ERP) provides transition assistance to Soldiers and Family Members going through the 5-day VOW ACT at the SFL-TAP building. Staff is present on the first day of class to brief attendees on workshops and services offered at ACS Employment Readiness. Staff educates attendees on the importance of creating competitive and effective resumes. Classes on successfully navigating USAJOBS ([www.usajobs.gov](http://www.usajobs.gov)) and other job boards including the above mentioned ERP "Hot Jobs" on the Fort Carson's MWR webpage. The staff briefs Veterans and Family Member preferences and discusses the special partnership between ERP and Fort Caron's Civilian Personnel Advisory Committee (CPAC). This partnership promotes the "Federal Hiring for Military Spouses" information session held at ACS, facilitated by a CPAC representative.

In an effort to ensure all employees know their rights and responsibilities; Fort Carson EEO Office participates in the Installation Newcomers' Orientation (AF and NAF separately) on a bi-weekly basis. The EEO staff give a basic understanding briefing of 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. The briefer also explains the importance for Hispanics to follow the extra steps to identify their Hispanic National Origin. The data system will revert to the race White when left blank. The Reasonable Accommodation process is briefed with an overview of EEO training offered to employees.

The Leadership (LDRS) Academy is a leader development program intended to provide soft skill training based on leadership competencies determined by the Office of Personnel Management and HQDA. Employees self-nominate via the application process to attend the LDRS Academy. Annually, twenty individuals are selected based on a set of predetermined criteria: completion of required mandatory training, Individual Development Plan (IDP), Army Civilian Education System training, time in civil service, benefit to the employee and benefit to the organization. The program is designed to offer local leadership training courses in addition to the Army's Leadership Courses. Thirteen employees were selected for the FY20 Leaders Academy class which began at the end of October 2019, of the selected employees 40% comprised of minorities. However, in April 2020 the class was cancelled due to COVID-19.

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,

**EEOC FORM**  
**U.S. Equal Employment Opportunity Commission**

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

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. This is a visible expression of leader commitment.

Four employees from the Directorate of Human Resources are active members of the Colorado Military, Veteran and Spouse (MVS) Employment Coalition in its fifth year of existence and has grown into a recognized entity within the Colorado Community. The mission of the CO MVS is to prepare and connect career ready Military, Veterans and Spouses (MVS) with MVS ready employers. The vision of this group is to foster a community environment that minimizes barriers for civilian employment and careers for transitioning service members, veterans and their spouses.

The Fort Carson Disability Program Manager (DPM) continues to work diligently with Reasonable Accommodation (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 56 RA requests from primarily long term employees. The RA requests coordinated by the DPM have involved installing electrical doors, modifying bathrooms for ADR compliance, purchase of ergonomic equipment, assistive hearing/texting, TTY/software, adjustment of duties within the employees' position description, authorized service dogs, coordinated with Computer Electronics Accommodations Program (CAP) to issue employee sit/stand desk, 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 Public Affairs Office (PAO) provides Retired Veterans, including handicapped and disabled former Service Members, Family Members and various Veteran groups with installation tours designed to enhance their Fort Carson visit, which includes the history of the post, military knowledge, deployments, required training and equipment. The Mountain Post, located in Colorado Springs is fortunate to have a large military retiree community and we are pleased to accommodate these groups, many of which are disabled. We continue to make special accommodations using handicap accessible buses to transport all guests, including those with disabilities utilizing special equipment (wheelchairs, walkers, etc.). When scheduling post tours, our staff pays special attention to those disabled participants to ensure they receive the best tour possible.

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/organizations/eoo.html>

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.



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

The EEO Manager and staff have direct access to commanders and principle senior leaders to address and resolve complaints and workplace issues.

The EEO Office is staffed in accordance with the FY19 Table of Distribution and Allowances (TDA). The EEO Specialists have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions. Up until September 2019 The EEO office was understaffed for a Category A organization. The staffing went from one EEO Officer and one EEO Specialist to one EEO Officer and three EEO Specialists.

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.

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

Strengths

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. Fort Carson continues to utilize personnel who were trained a couple of years ago during the 32-hour mediation course that was hosted on post.

The EEO Office hosted a 40-hour Basic Mediation Course from 3 to 7 June 2019, instructed by the Alternative Dispute Resolution Program Manager, Office of the Army General Counsel. This course was open to all Fort Carson civilian employees. Twenty applications were reviewed and fifteen were accepted by the EEO Manager. All fifteen employees completed the course. The EEO Office will host a virtual 40-hour Mediation Course from 26 to 29 October 2020.

The EEO Manager is under the direct supervision of the Deputy Garrison Commander.

Deficiencies: None.

*C. Management and Program Accountability:*

Strengths

Negotiated Settlement Agreements (NSA) are coordinated with the Civilian Personnel Advisory Center, Labor Counselor, and when appropriate the Resource Management Office. The NSAs are monitored by EEO staff management for compliance. All 25 NSAs were in compliance for FY20.

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

The 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 system includes three metrics that provide the Commander a status of “how well” the EEO program is being administered. The reports show a robust EEO program that is in compliance with all regulations.

Deficiencies: None.

*D. 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. This year EEO for Supervisors and Anti-Harassment training was computer-based. The HQDA EEO training was released in October 2016. Eighty-six percent of the Fort Carson civilian workforce completed EEO training and an average of 99% of the population completed the Sexual Harassment Assault Response Prevention training. The EEO Office provides EEO training that includes Reasonable Accommodation (RA) to Fort Carson supervisors and managers to ensure they understand the DA RA policy and procedures as part of the effort to accommodate Veteran employees with disabilities.

The 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 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/organizations/eoo.html>.

This marks the eleventh year of the EEO quarterly newsletter *EEO Focus – News You Can Use!* It 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 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 enhances 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. (Encl. 6)

The EEO staff produced a one page flyer that delineates every facet of the EEO program

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

(Encl. 7). 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.

From 9 November to 13 November 2020 the workforce demographics will be disseminated to leaders during their organizational State of the Agency briefing. Leaders will be made aware of their and the Fort Carson civilian population demographics, which continues to have minor deficiencies in the representation of Hispanics and Whites and women in supervisory positions. This information is now part of the standard materials presented at the EEO Council meetings in an effort to keep leaders updated by command on this critical issue.

Hiring initiatives were pursued across the local community through recruiting efforts such as participating in local career fairs at surrounding colleges and collaborative efforts with the Soldier For Life Program and the Army Community Service to promote available jobs at Fort Carson. 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.

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 team 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) and complaint activities are entered within regulatory timelines and without errors.

Web-based Business Objects/Business Intelligence (BOBI) for tracking Race/National Origin, 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 NSAs and any orders or directives that could be issued by either an EEOC Administrative Judge or a Final Agency Decision by Department of the Army.

The EEO Office staff counseled or mediated fifty-eight pre-complaints within regulatory timeframes (30 calendar days for counseling; 90 calendar days for mediation). There were no extensions for this fiscal year.

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

Deficiencies:

Accuracy of data (DCPDS) is outside of the EEO Office's direct control – Civilian Human Resources Agency (CHRA) and individual employee verification together are responsible for this function. We are working in partnership to verify data accuracy whenever possible.

*F. Responsiveness and Legal Compliance:*

Strengths

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. There were no NSA breaches for FY20.

Complaint status and events are entered into and monitored through the web-based iComplaints System. An Annual 462 Report is created, validated and turned in to higher headquarters and its tenant units.

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:*

For FY19 and up to second quarter of FY20, Cultural Events on the installation were 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 organizations 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.



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

**Employment Readiness Program:** The Employment Readiness Program (ERP) 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 Soldiers, civilians and 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 area. Employment Readiness also offers a variety of self-development workshops, training, counseling, seminars, and job fairs to include resume writing, career assessments, interviewing techniques, dress for success, building a career portfolio, and computers for beginners. The ERP staff briefs Veterans and Family Member preferences and discusses the special partnership between ERP and the Fort Caron Civilian Personnel Advisory Committee (CPAC). This partnership promotes the "Federal Hiring for Military Spouses" information session held at ACS, facilitated by a CPAC representative.

**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 Air Force 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.

*Hispanic 9-point Plan is attached at Appendix C (Enclosure 1).*

The Civilian Labor Force (CLF) Hispanic population for the Colorado Springs area is 11.00%. The Fort Carson Hispanic workforce population comparable from FY19 decreased this year by 0.20%, from 4.30% to 4.10%. The 2010 census doesn't consider Hispanic as a race, but as an ethnicity. This impacts the Fort Carson Hispanic population because Hispanics are choosing other races such as white, black, or two or more races instead of identifying themselves as Hispanic. Consequently, this increases the population numbers in those categories and misconstrues the Hispanic and two or more races numbers. While Hispanics are represented in every career field and across supervisory and management roles, they do not yet reach parity with the CLF. If we include the employees that claim partial Hispanic ethnicity in the two or

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**U.S. Equal Employment Opportunity Commission**

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

more races category we would be above the CLF. This would change the overall population to 12.50% of employees who identify as fully or partially Hispanic.

*Action Program Report is attached at Appendix C (Enclosure 2).*

The Civilian Personnel Advisory Center (CPAC) supports 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/EEO Manager continues to provide advice and assistance to the Vocational Rehabilitation Counselors regarding their clients' resumes.

On a quarterly basis EEO personnel conduct EEO for Supervisors training, which includes Reasonable Accommodation training for the MEDDAC personnel. 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. The purpose of this seminar is to ensure managers/supervisors understand their responsibilities pertaining to reasonable accommodation requests. Reasonable Accommodation is also briefed during the Newcomers Employee Orientation Brief.

The mission of the Fort Carson Soldier Recovery Unit (SRU) is to provide Mission Command, Primary Care, and Case Management for Soldiers in transition to establish conditions for healing and promote a timely return to the force, or transition to civilian life. Every Wounded Soldier in the WTB receives a detailed Comprehensive Treatment Plan (CTP). The CTP focuses on six domains to include Career, Physical, Emotional, Social, Family and Spiritual. The CTP is owned by the Soldier and supported by the Triad of Care and interdisciplinary team (IDT) to tailor each Soldier's recovery and transition with the opportunities that give each Soldier the greatest chances for a successful transition. The ultimate goal is to transition a healed and trained Soldier back into the Army or to transition a healed, trained Veteran into a productive civilian life. We anticipate in the coming years, many of our SRU Soldiers will work their way into federal employment here on Fort Carson with the assistance of their counselors and our recruitment specialists.

Fort Carson and the entire Colorado Springs Military Community demonstrates 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, Safety Office, Directorate of Public Work and 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 U.S. Air Force Academy provides worksites in

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

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. Some SRU Soldiers gained employment through their participation in OWF internships. A brief list of federal agencies participating include: Department of Homeland Security, U.S. Forest Service, National Park Service, Bureau of Land Management and Bureau of Reclamation, U.S. Marshalls, U.S. Mint, Tricare, and Defense Financial Accounting Service.

The Fort Carson Disability Program Manager (DPM) convenes the RA Committee members (comprised of CPAC, Occupational Health, EEO and management officials in the immediate chain of the requester) when a complex RA request arises. These situations arise when the supervisor needs guidance on how to implement the requested RA or if the RA is not within his/her authority to approve. 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 56 requests for RA from primarily long term employees seeking complex accommodations.

The Soldier and Family Assistance Center (SFAC) is a component of Army Community Service (ACS) their mission is to provide individually tailored, integrated services to Wounded Warriors in transition and their Families. The SFAC staff works diligently assisting wounded, ill, and injured Soldiers in career planning and job search activities as they transition to civilian life. The 15,000 square foot SFAC building offers one-stop assistance to Soldiers and Families assigned to the Soldier Recovery Unit (SRU) and Soldiers in the Integrated Disability Evaluation System (IDES). Soldiers are afforded assistance in the following areas: Information and Referral, Human Resource Benefits Counseling, connection to community resources, Financial Counseling, Army Wounded Warrior Advocate (AW2) support, Wounded Warrior Project advocacy, employment and education services, Veteran Health Administration transition assistance, and Soldier for Life-Transition Assistance Program (SFL-TAP) support. Soldiers assigned to the SRU are granted 16 hours of free childcare per month while attending appointments, support groups, and conducting job seeking activities. Additionally, they are afforded a 20 percent discount on fulltime childcare.

The SFAC staff is trained to work with Soldiers who have unique challenges and needs, providing an in-depth, multi-faceted approach to assist Soldiers who may possess cognitive deficits and physical limitations. The SFAC has a computer lab where Soldiers and Family Members may create resumes, search for employment, and apply online for employment. Operation Warfighter (OWF) and Education and Employment Initiative (E2I) representatives are available in the SFAC to provide assistance, education or employment opportunities for Soldiers. Additionally, representatives match Soldiers with community partners for assistance with education, training, and employment opportunities in the community, greatly assisting a Soldier's transition to civilian life. SFAC partnerships include: Colorado Department of Labor

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

and Employment (CDLE), VA Liaisons for Healthcare, AW2 Advocates, E2I and OWF, and the Wounded Warrior Project. Soldiers are afforded transition coordination services to the VA Healthcare System through two Veteran Health Administration (VHA) Licensed Clinical Social Workers (LCSW) who are located in the SFAC. The VHA LCSWs discuss the transition process, healthcare needs, and serve as healthcare liaisons for Soldiers transitioning from military service. The Garrison Commander chairs the quarterly Wounded, and Injured Working Group which addresses concerns or issues that arise for SRU Soldiers, Soldiers in the IDES process, and their Families. The SFAC strives to stay ahead of Wounded Warrior needs and provides appropriate services to assist them in a successful transition from military service. In 2020, the Wounded Warrior Project signed an MOU with ACS that has resulted in Veteran Advocacy capability and increased access to services.

The Vocational Rehabilitation and Employment Program, located on Fort Carson, is a branch of the Veterans Affairs, and assists Disabled Veterans in training and employment. They also have a "Coming Home to Work" program to assist Wounded Warriors in obtaining non-paid work experiences prior to leaving the service in order to assist them in employment after their transition from military service.

The community surrounding Fort Carson and the non-profits that provide veteran support enable Veterans to thrive in the surrounding area. Private Organizations that coordinate directly with Army Community Service include; Onward to Opportunity, Mt. Carmel Veteran Service Center, Homefront Military Cares Network, March of Dimes, and Operation Homefront.

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) and other organizations assisting Disabled Veterans seeking employment opportunities. The CPAC attends job fairs hosted by the PPWC that included an early entrance time for disabled Veterans.

Architectural barriers: The Directorate of Public Works has ensured all new construction or large renovations are ADA compliant. However, Fort Carson still has WWII buildings which are not in compliance with ADA requirements. 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 youth in the community to include food service, childcare, lifeguarding and sports programs. Additionally, the majority of the summer outdoor recreational interns are college students majoring in outdoor recreation.



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**U.S. Equal Employment Opportunity Commission**

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

**Alternative Dispute Resolution 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 from the Investigations and Resolutions Directorate. 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. The EEO Officials are readily accessible and available for timely advice and assistance.

**Persons with Disabilities Accommodations provided:**

The EEO Office as well as the Civilian Personnel Advisory Center assist 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.

Persons with Disabilities Accommodations provided:

Type of Accommodation Requested	Number Requested	Number Granted	Cost of Accommodation
Adaptive Equipment – Face mask, Face Shields, latex Gloves, Smocks, Plexi Glass Barriers	45	40	\$7,700.00
Air Purifier	1	1	\$300.00
Reassignment	6	3	\$0
Adjusted Work Schedule	5	5	\$0

This chart reflects accommodations put in place in FY20. It does not include accommodations that remain in place from previous years (57 individuals requested RA assistance from EEO office. \*Chart does not reflect accommodations that were approved directly by a supervisor who was able to agree to an accommodation without the assistance of the Disability Program Manager.

Disabled Veterans Affirmative Action Plan:

Narrative: See appendix C - Supporting documents enclosure 2

Form G Summary

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**U.S. Equal Employment Opportunity Commission**

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

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

Complaints processing summary (processed by)

<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 formals accepted or dismissed</u>	<u>Number of formals remanded</u>	<u>Number of ADR offered</u>	<u>Number of ADR conducted</u>
58	18	150	0	26	1	26	23

Theme and general plan for next year

Like many organizations, staffing size 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 3,500 employees and mitigating towards the COVID-19 pandemic. We proudly join our colleagues in our effort to be the “The best Hometown in the Army – Home of America’s Best.”