

*United States Army Garrison
Ft. Belvoir, Virginia*

**Affirmative Employment Program Update
and Accomplishment Report for Women and Minorities
for Fiscal Year 2003**

POSITIVE COMMAND CLIMATE

CARING

TEAMWORK

PROFESSIONALISM

STEWARDSHIP

Prepared By
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Equal Employment Opportunity Office
Ft. Belvoir, VA 22060-5574

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

UPDATE FOR FISCAL YEAR 2003

- * SUMMARY ANALYSIS OF WORK FORCE
 - * ACCOMPLISHMENT REPORT ON OBJECTIVES AND ACTION ITEMS
 - * NOTEWORTHY ACTIVITIES AND INITIATIVES
-

US. ARMY GARRISON, FT. BELVOIR

**9725 BELVOIR ROAD
FT. BELVOIR, VIRGINIA 22060-5574**

ORGANIZATIONAL LEVEL: **INSTALLATION**

NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL : 382

Professional	66	Clerical	30	NonAppropriated Fund	652
Administrative	89	Other	67	Appropriated Fund	382
Technical	99	Blue Collar	31	Service Population	6416

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MANAGEMENT OFFICIALS

SIGNATURE OF PRINCIPAL EEO OFFICIAL

Certifies that this report is in compliance with EEO-MD-715.

HOWARD HENDERSON, Ft. Belvoir Garrison EEO Officer

SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

Certifies that this plan is in compliance with EEO-MD-715.

THOMAS W. WILLIAMS, COLONEL , U.S. Army, Garrison Commander

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EXECUTIVE SUMMARY

The United States Army Garrison, Ft. Belvoir, is located approximately 25 miles south of Washington, D.C. in Northern Virginia. Its mission is to provide essential base operations support to units and activities located on the post, as well as regional support to military facility patrons in Virginia.

Our military mission is global. As a strategic sustaining base for America's Army the work we do is vital to the success of the goals and objectives of the nation's defense strategy. A list of over 100 tenant organizations and satellite activities who call Fort Belvoir home reads like a "Who's Who" of the Department of Defense (DoD). No other Army installation in the world can compare to Fort Belvoir and its singular mission to provide both logistical and administrative support to such a diverse mix of tenant and satellite organizations.

Fort Belvoir is home to one Army major command headquarters and elements of 10 others; 19 different agencies and direct reporting units of the Department of Army; eight elements of the U.S. Army Reserve and the Army National Guard; and 26 DoD agencies. Also located here are a Marine Corps detachment, a U.S. Air Force activity, and an agency from the Department of the Treasury.

In October 2002, when Army reorganized its operating services and established the Installation Management Agency (IMA), Ft. Belvoir realigned under the Northeast Region (NERO) of IMA. The Secretary of the Army stated that the goal of transformation was to "...create a more efficient and effective corporate management structure for Army installations worldwide...Our intent is to streamline headquarters, create more agile and responsive staffs, reduce layers of review and approval, and allow commanders to focus on their mission."

Fort Belvoir changed in many ways. As a result, the Ft. Belvoir EEO Office encountered many challenges during FY 03 in its efforts to provide common levels of service to the employees and applicants of its service population.

This report provides full coverage for appropriated fund (AF) civilians employed within the garrison and serviced by the organizations and activities on Ft. Belvoir installation. This coverage is required by federal guidelines and Army regulation. Affirmative employment objectives are common throughout the DoD and support DoD EEO program components. The Army continues to place emphasis on assuring equal consideration for developmental opportunities and advancement in grades GS13 and above (or equivalent). This means that a workforce analysis will be conducted in each of the top ten pay plans, series and grades to include the senior executive levels or equivalent in the administrative and professional occupational categories.

BOTTOM LINE. Some strides in increasing workforce diversity were made in FY03, but managers and supervisors need to continue using affirmative employment strategies to increase workforce diversity. For example, selecting officials should review the diversity profile for their

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specific organization prior to announcing vacancies to determine if a wider area of consideration might need to be requested in order to increase the number of applicants. Increasing the applicant pool with more women and minorities may provide selecting officials an opportunity to consider applicants whom they might not otherwise have on a selection roster when a more restrictive area of consideration is used. The garrison's demographics are compared against the National Civilian Labor Force (NCLF) statistics to determine its progress in building a diverse workforce. The identification of underrepresented groups is a measurement gauge and does not constitute or promote using quotas or preferences for selection. As always, the best qualified applicant should be selected.

THE CHALLENGE.

The matrix below provides a snapshot of the under-representation within the garrison workforce when compared with the NCLF:

Reached Parity

Black Men and Women

Asian American Women
Native American Women

Below Parity

White Men and Women
Hispanic Men and Women
Asian American Men
Native American Men

Work Categories :	Professional	Administrative	Technical	Clerical	Other	Blue Collar
Occupational Group Under-Representation						
White Women		X	X	X	X	X
White Men	X	X	X			X
Black Women				X	X	X
Black Men	X					
Hispanic Men	X	X	X		X	X
Hispanic Women		X	X	X	X	
Asian American Men	X	X	X	X		X
Asian American Women		X			X	X
Native American Men	X	X	X	X	X	X
Native American Women	X		X	X	X	X

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This chart reflects the challenges at the GS 13-15 levels.

FY03	GS13		GS14		GS15	
	FY03		FY03		FY03	
GROUP	Percentage of Parity					
Total Employees	20		5		1	
Total Minorities	11/55%		1/20%		1/100%	
Total Women	8/40%		1/20%		1/100%	
Black Men	2/P*		NR*		NR*	
Black Women	1/94%		NR*		NR*	
Hispanic Men	NR*		NR*		NR*	
Hispanic Women	NR*		NR*		NR*	
AS AM/PA IS Men	NR*		NR*		NR*	
AS AM/PA IS Women	NR*		NR*		NR*	
AM IN/AL NA Men	NR*		NR*		NR*	
AM IN/AL NA Women	NR*		NR*		NR*	
White Women	74%		50%		P*	

*NR – No representation

*P – Parity

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PROGRAM POLICY LETTERS

Command policy letters have been signed by the Garrison Commander and were placed on the installation website to facilitate usage by all. The following policies may be reviewed by accessing the website at: <http://www.belvoir.army.mil/eo/EEOPERSONNEL2a.htm>

- o Garrison Commander's Policy Statement on Equal Employment Opportunity and Equal Opportunity
- o Open Door Policy
- o Prevention of Sexual Harassment Policy
- o Prevention of Sexual Harassment Training Policy

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PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

TRAINING. Training in the prevention of sexual harassment is mandatory for all employees. Records will be maintained to facilitate reporting requirements.

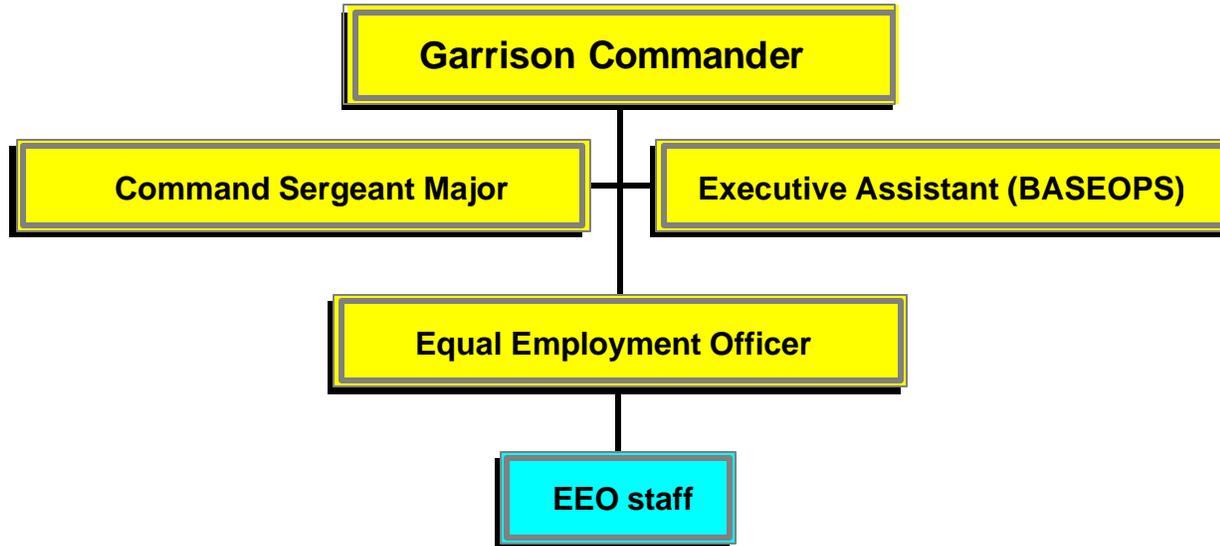
PROGRAM ELEMENT: SEXUAL HARASSMENT

PROBLEM/BARRIER STATEMENT: The effects of sexual harassment interfere with work performance and create an intimidating, hostile and/or offensive working environment.

OBJECTIVE: To provide a work environment free of sexual harassment.

Action Item:	Responsible Official	Target Date
Newly assigned supervisors will receive the supervisory POSH training module.	Managers, Supervisors, and Servicing EEO Office	Within 6 months of first-time assignment to a supervisory position.
Managers and supervisors will receive 2 hours of refresher supervisory POSH training every two years.	Managers, Supervisors, and Servicing EEO Office	By end of second FY.
All employees who are new to Army will receive 4 hours of initial POSH training	Supervisors and Servicing EEO Office	Within 3 months of arrival at their first Ft. Belvoir position.
All employees will receive a minimum of 2 hours of refresher POSH training every two years.	Supervisors and Servicing EEO Office	By end of second FY.
Cases of substantiated sexual harassment will be reported to the Ft. Belvoir Garrison EEO Officer.	Commanders, Managers, Supervisors, and servicing EEO office	5 days after notification that sexual harassment allegation has been substantiated.
Appropriate disciplinary action will be initiated in cases of substantiated sexual harassment.	Commanders, Managers, Supervisors, Servicing EEO Office, CPAC and SJA staffs	In accordance with civilian personnel table of Penalties.

ORGANIZATION CHART



The Ft. Belvoir EEO Office is a staff element within HQ, U. S. Army Garrison, Ft. Belvoir. The EEO Officer reports to the Executive Assistant (deputy garrison commander). For DA EEO reporting requirements, the Ft. Belvoir EEO Office submits its reports to the NERO EEO Office, who rolls up the aggregate region report and submits it through HQ IMA EEO to DA.

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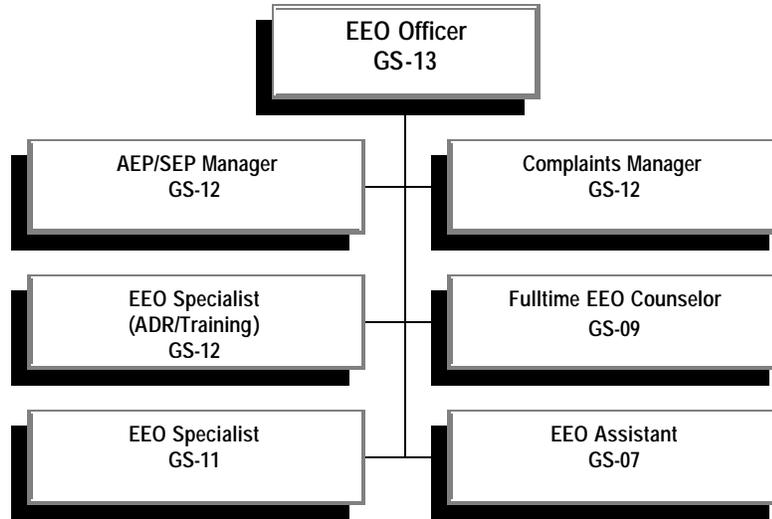
DATA BASE NOTES

- ❑ Workforce statistics were accessed using Business Objects Application.
- ❑ Percentages reflected in charts may not equal 100 percent due to rounding of figures.
- ❑ Statistics include all garrison employees serviced by the Ft. Belvoir EEO Office and the Ft. Belvoir CPAC. Statistics on NAF employees was limited; therefore the occupational breakdown on these employees is not included.
- ❑ Several different Civilian Labor Force (CLF) statistics were used, as appropriate. The NCLF was used for combined groupings if specific data was unavailable. Where available, the CLF for individual occupations was used.
- ❑ Charts were prepared in a variety of formats to increase clarity.

PROGRAM ANALYSIS

I. ORGANIZATION AND RESOURCES.

The Ft. Belvoir Garrison EEO Office is authorized 7 spaces including one full-time EEO counselor. This is an operational level office. The FY03 organization chart is shown below.



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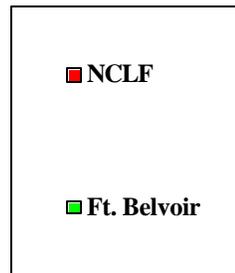
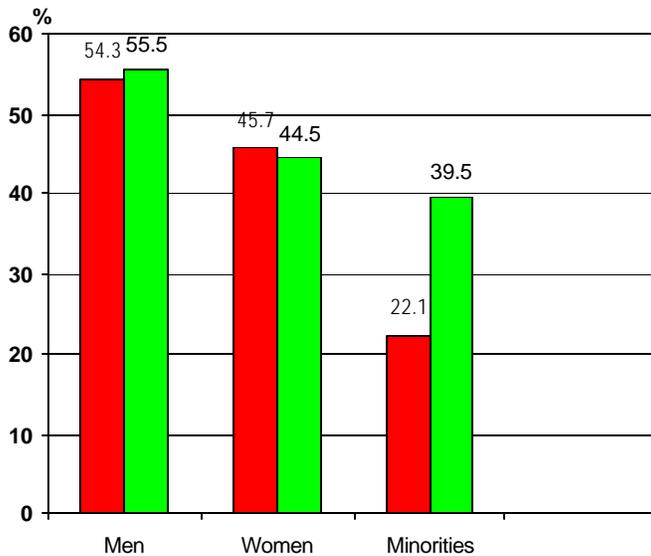
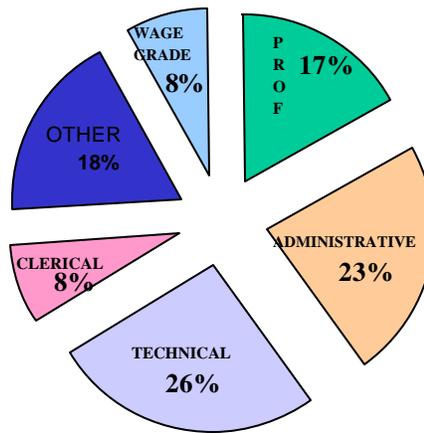
II. WORKFORCE: APPROPRIATED FUNDS.

OCCUPATIONAL CATEGORIES (PATCOB)

STRENGTH This chart normally reflects the percentage changes by PATCOB from the previous to current fiscal year. However, only FY 03 statistics were available.

CATEGORY	Number	FY03 Percentages	FY02 Percentages	Difference	Percentage Difference
Professional	66	17%			
Administrative	89	23%			
Technical	99	26%			
Clerical	30	8%			
Other	67	18%			
Blue Collar	31	8%			

FY03 Work Categories



Note: The National Civilian Labor Force) Statistics (NCLF) includes persons within the United States, 16 years of age or over, excluding those in the Armed Forces, who are employed or looking for employment.

Workforce percentages compared to the NCLF

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The garrison workforce breakout by occupational category is shown below. The statistics reflect that some progress was made in individual groups to exceed NCLF levels. In some instances, the garrison came close to reaching parity with the NCLF. Women made progress in moving out of lower level clerical positions as evidenced by their overrepresentation in the Professional category.

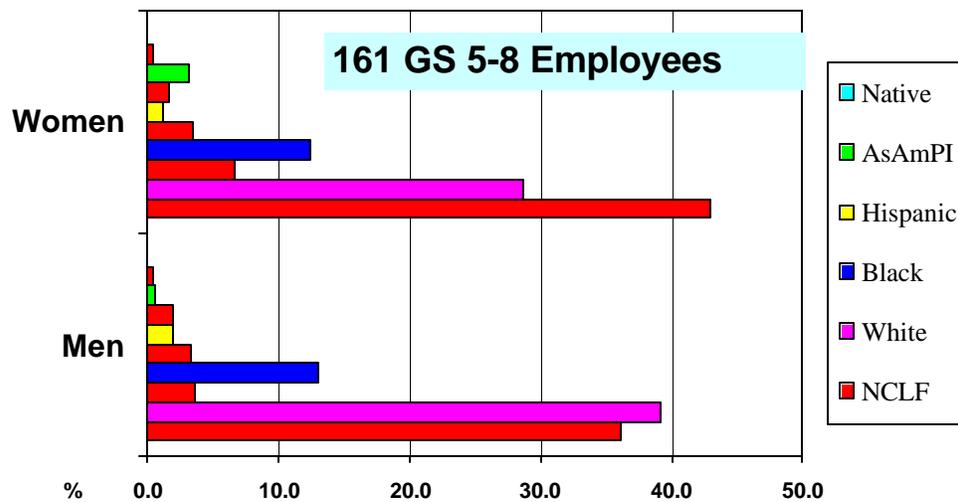
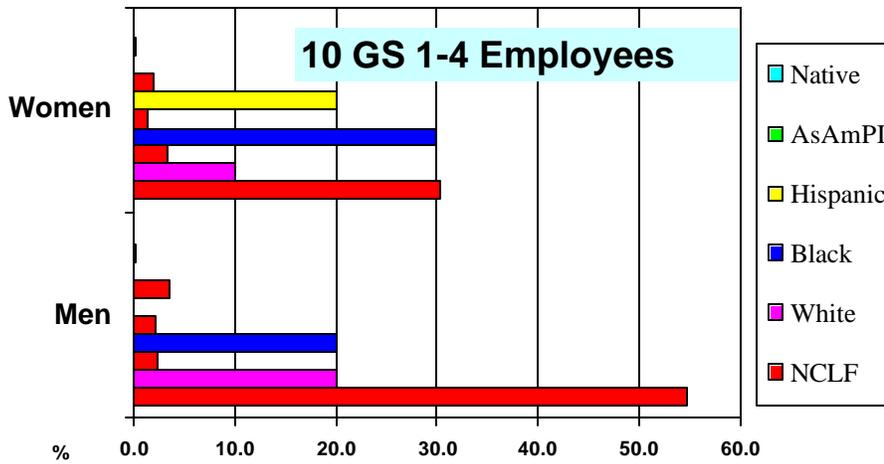
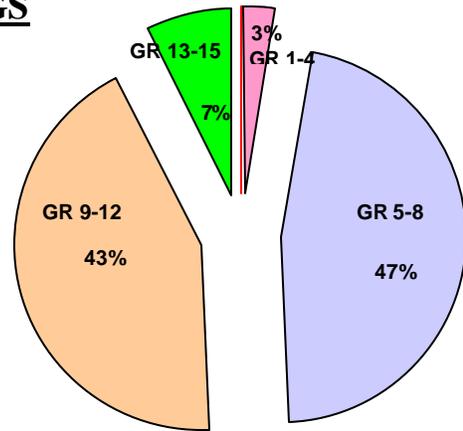
FY03 OCCUPATIONAL NCLF PARITY										
CATEGORY	WHITE		BLACK		HISPANIC		ASAM/PI		NA AM	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
PROFESSIONAL										
Ft. Belvoir Garrison	24.2	46.9	1.5	16.7	NR	4.5	3.0	3.0	NR	NR
NCLF	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
PARITY	43.7%	++	62.5%	++	NR	++	85.7%	++	NR	NR
ADMINISTRATIVE										
Ft. Belvoir Garrison	37.1	32.6	11.2	13.4	2.2	NR	1.1	NR	NR	1.1
NCLF	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
PARITY	88.1%	80.7%	++	++	84.6%	NR	78.6%	NR	NR	++
TECHNICAL										
Ft. Belvoir Garrison	20.2	28.2	17.1	25.2	3.0	3.0	NR	2.0	NR	NR
NCLF	36.1	42.9	3.6	6.6	3.2	3.4	1.9	1.6	0.4	0.4
PARITY	55.9%	68.3%	++	++	93.7%	88.2%	NR	++	NR	NR
CLERICAL										
Ft. Belvoir Garrison	16.7	60.0	3.3	6.7	3.3	3.3	NR	6.7	NR	NR
NCLF	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5
PARITY	++	94.6%	++	69.8%	++	63.5%	NR	++	NR	NR
OTHER										
Ft. Belvoir Garrison	91.0	NR	7.5	NR	NR	NR	1.5	NR	NR	NR
NCLF	67.6	11.2	9.7	3.2	4.8	1.0	1.2	0.3	0.9	0.2
PARITY	++	NR	92.8%	NR	NR	NR	++	NR	NR	NR
BLUE COLLAR										
Ft. Belvoir Garrison	51.6	3.2	38.7	NR	3.2	3.2	NR	NR	NR	NR
NCLF	65.4	9.8	9.1	2.2	8.7	1.5	1.7	0.5	0.8	0.2
PARITY	78.9%	32.7%	++	NR	36.8%	++	NR	NR	NR	NR
RNO TOTALS										
Ft. Belvoir Garrison	151	107	46	50	7	8	4	7	NR	1
NCLF	39.5	28.0	12.0	13.1	1.8	2.1	1.0	1.8	NR	.26
PARITY	92.7%	79.3%	++	++	37.5%	63.6%		++	NR	86.6%

Note: % Reflects the percentage of parity reached, group is below NCLF
 ++ Reflects parity at or above NCLF
 NR No Representation

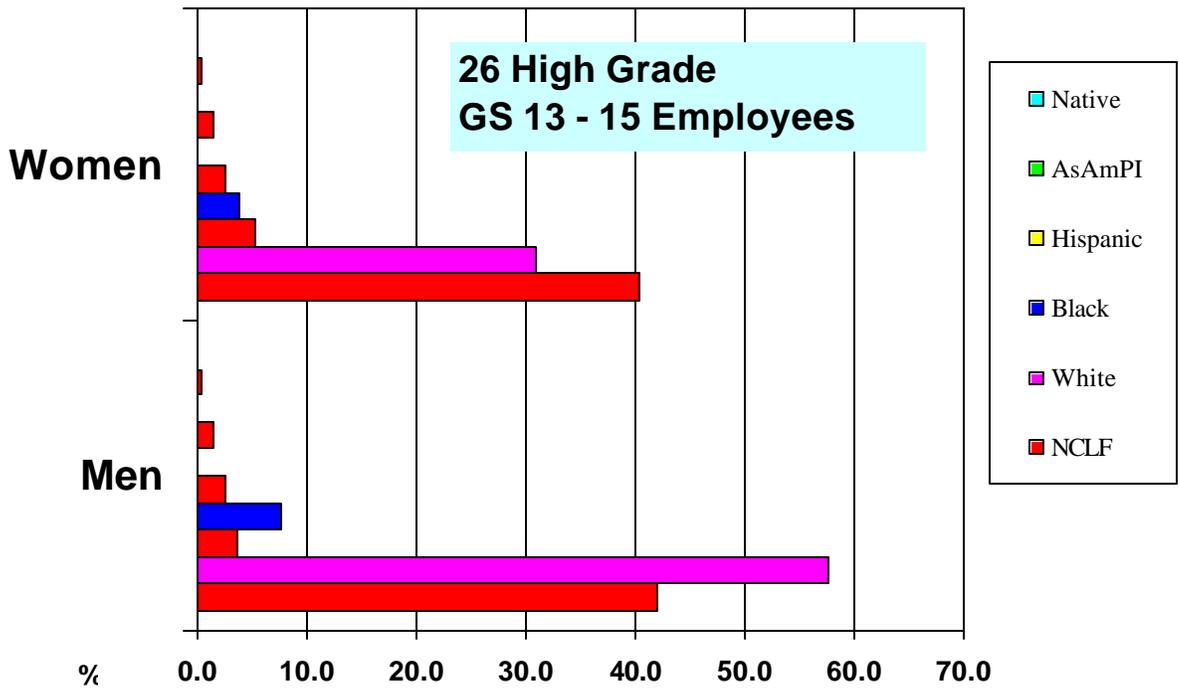
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GRADE GROUPINGS

All garrison GS employees by grade level.



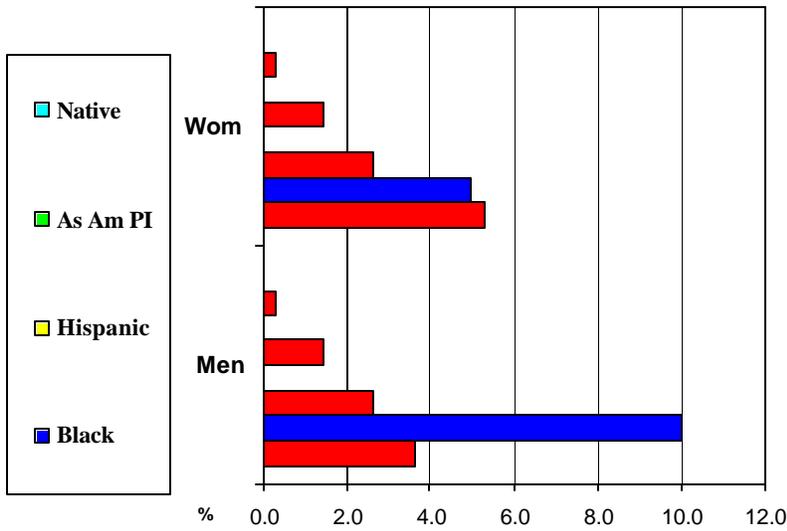
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Collectively, minority under representation at high grades is significant. See the individual grade charts on the next page, especially at grades 14 and 15.

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MINORITIES

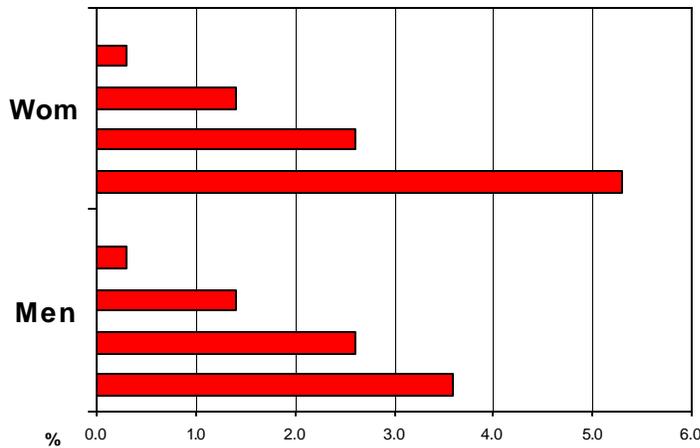
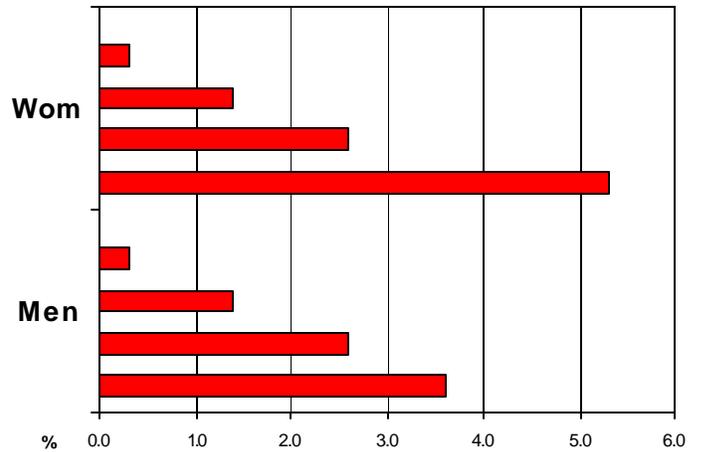


GS 13

Minorities are nearly non-existent at the GS-13 level.

GS 14

There is no minority representation at the GS-14 level.

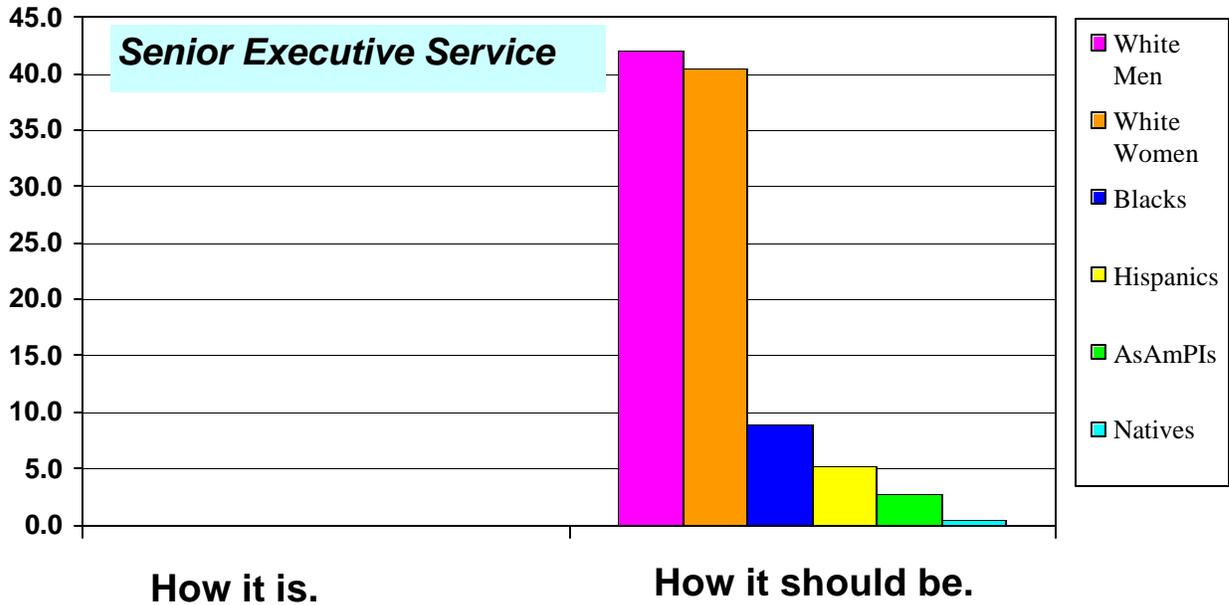


GS 15

One GS-15 position is occupied by a white female.

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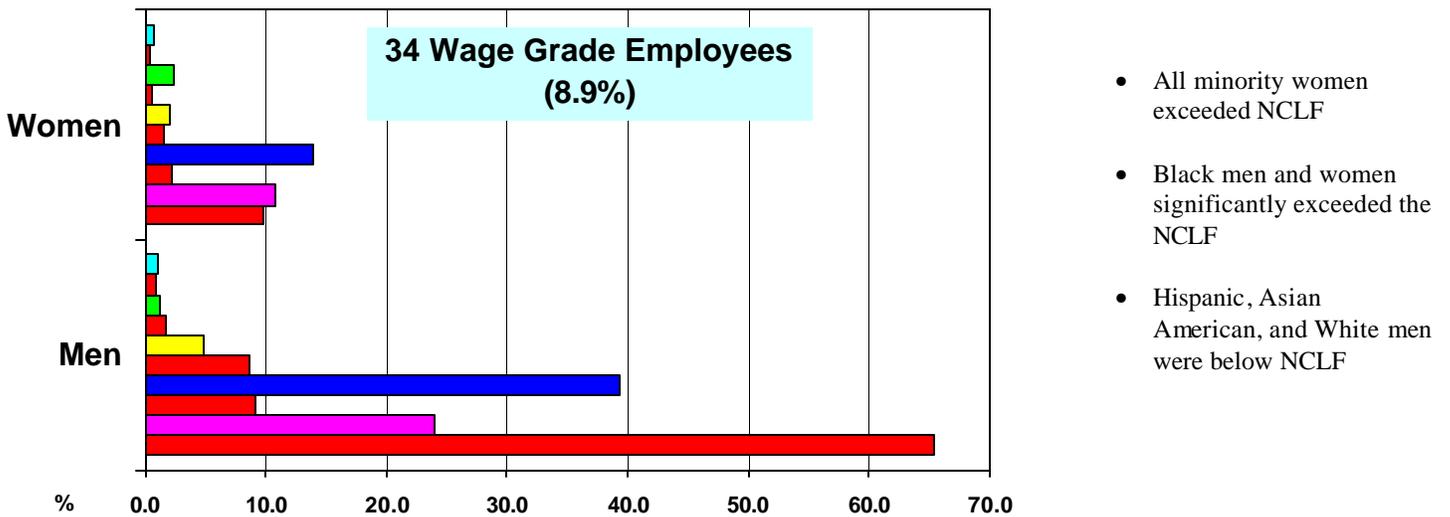
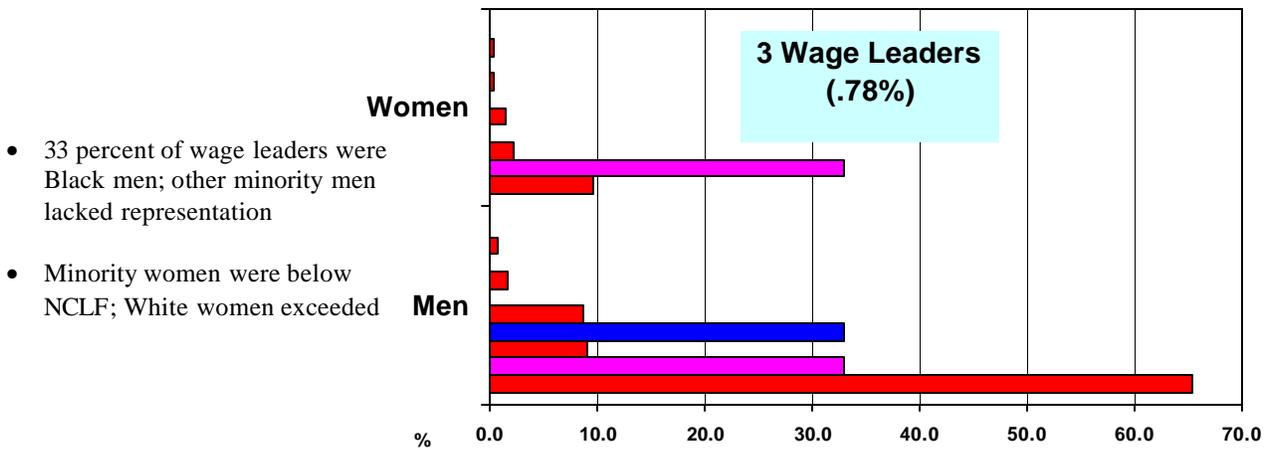
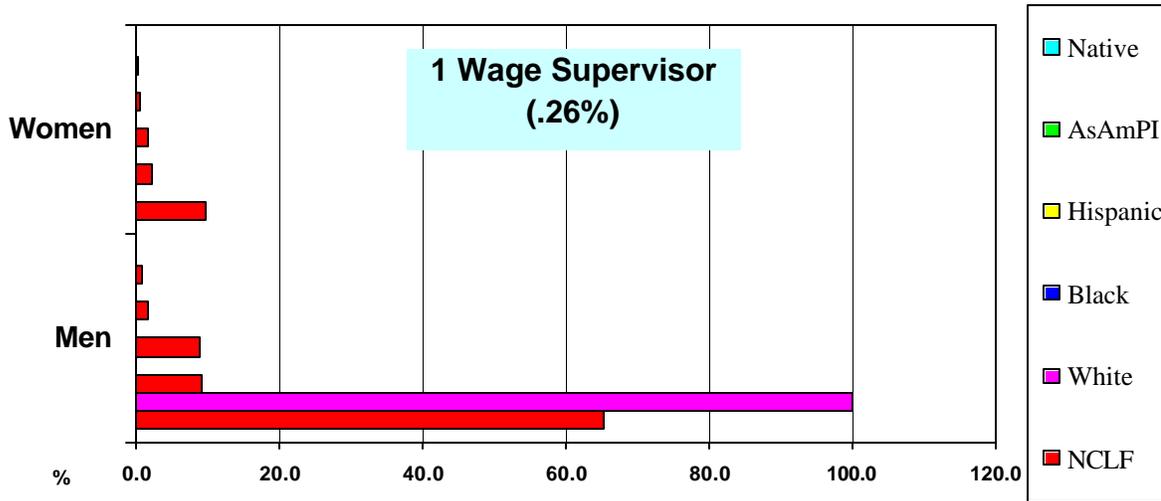
There are no Senior Executive Service (SES) positions within the garrison workforce.



In the Army, senior executives are the civilian counterparts of general officers. Senior executives are mainly in policy-making positions; in technical areas such as acquisition, research and development, logistics, civil works, medicine, and the like; top management jobs in the sustaining base that would otherwise be filled by general officers; and scientific and technical positions on which the Army depends to achieve and sustain technical supremacy.

Blue Collar Category

Wage system employees comprised 9.9 percent of the total workforce



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ACCOMPLISHMENT AND UPDATE REPORT

A.

PROBLEM/BARRIER STATEMENT: Supervisors, managers, EEO counselors, mediators and Special Emphasis Program committee members need to be knowledgeable of current EEO program responsibilities.

RESPONSIBLE OFFICIAL: Servicing EEO Officials, Commanders, Managers and supervisors

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Schedule supervisors and managers to attend supervisory development training within 6 months of assignment	EEOO	9/30 annually
Train new EEO counselors, mediators and SEP committee members on EEO program responsibilities within 3 months of appointment	EEOO	9/30 annually
Provide quarterly refresher training for seasoned counselors and mediators	EEOO	9/30 annually

REPORT OF ACCOMPLISHMENT: The EEO officer identified key directorates with the greatest need and provided training to those 90 supervisors and managers. Further training has been earmarked in those organizations that missed the initial cut.



Continue as FY04 Action Item

B.

PROBLEM/BARRIER STATEMENT: Managers, directors and supervisors are not provided EEO data and AEP statistics.

OBJECTIVE: To provide workforce profiles/stats to directors and managers.

RESPONSIBLE OFFICIAL: EEO Officials

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Develop a standard workforce profile report and briefing for managers and supervisors	EEO Officials	30 Sep 04

REPORT OF ACCOMPLISHMENT: No action in FY03 due to EEO staff shortages, database software changes to Business Objects Application and organization structure changes due to transformation of installation management. It remains a top priority in FY04.



Continue as FY04 Action Item

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C.

PROBLEM/BARRIER STATEMENT: There is an imbalance in the number of women and minorities at GS-13 and above.

OBJECTIVE: To reduce the imbalance of affected EEO groups by increasing the representation of women and minorities at GS-13 and above.

RESPONSIBLE OFFICIAL: Commanders, Directors, Managers, Supervisors, and EEO Officials

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Establish career ladder positions where possible, encourage women and minorities to apply.	Managers	Sep 04
Monitor attrition rates and seek qualified women and minorities	Managers Supervisors	Sep 04
Monitor progress made by selecting officials and provide data to management officials	Managers Supervisors EEO Officials	Sep 04

REPORT OF ACCOMPLISHMENT: This topic was briefed with the commander at the quarterly performance management review and is discussed at staff meetings attended by top management. Leading by example, the garrison commander selected a female as his executive assistant (base operations), GS 0340-15. The EEO staff will continue to monitor and report on this action item during FY04.



Continue as FY04 Action Item

PROGRAM ELEMENT II. DISCRIMINATION COMPLAINTS

D.

PROBLEM/BARRIER STATEMENT: Employees seem somewhat reluctant to opt for alternate dispute resolution versus traditional EEO counseling, despite ADR's increasingly positive resolution statistics.

OBJECTIVE: To increase the number of options favoring ADR over traditional counseling.

RESPONSIBLE OFFICIAL: EEO Officials

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Promote and encourage ADR by dispelling myths about the process.	EEO	30 Sep 04

ACCOMPLISHMENT REPORT: Three of seven requests for mediation were resolved using Shared Neutrals mediation program as a resource. One mediation attempt was unsuccessful; the complainant withdrew when she was "sandbagged" by an entourage of management officials.



Continue as FY04 Action Item

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WORKFORCE: NON-APPROPRIATED FUNDS (NAF)

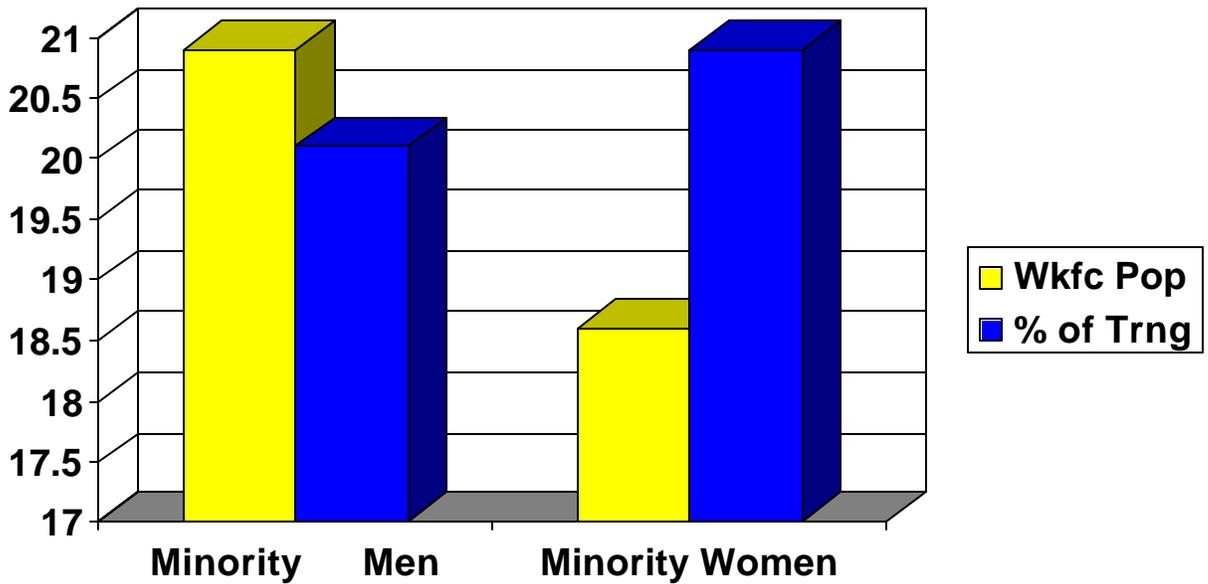
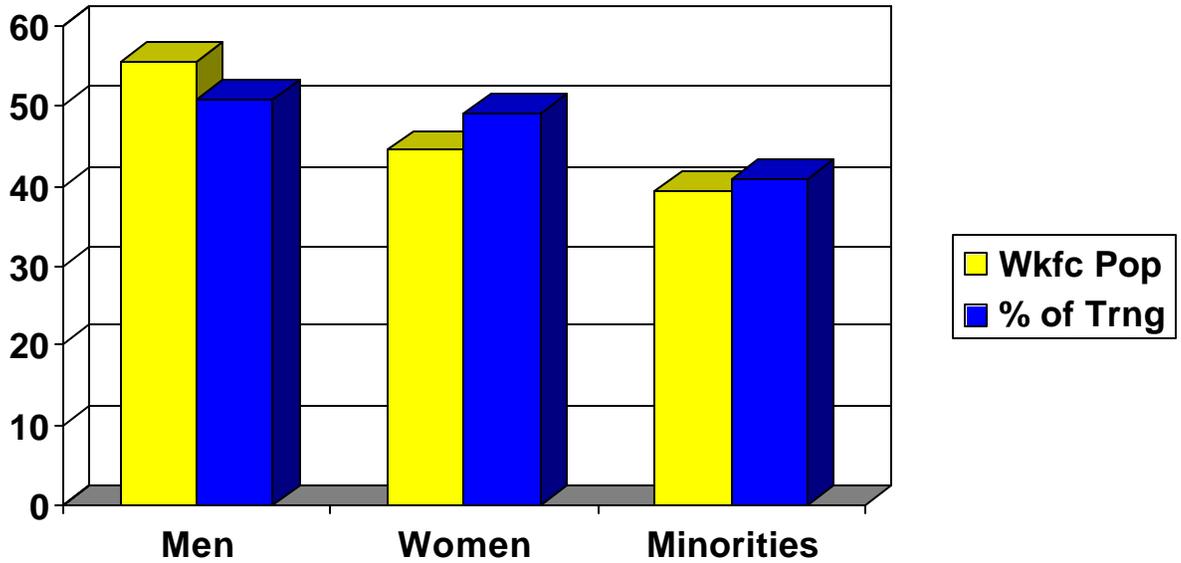
Hiring for NAF positions is done locally, but since there is no local CLF for this area, the NCLF is used as the comparator. It is difficult to make a nexus between the statistics and parity because most of these employees were family member hires who have accompanied their spouses or families to this area.

FY__ OCCUPATIONAL NCLF PARITY										
CATEGORY	WHITE		BLACK		HISPANIC		ASAM/PI		NA AM	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
PROFESSIONAL										
Installation										
NCLF	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
PARITY										
ADMINISTRATIVE										
Installation										
NCLF	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
PARITY										
TECHNICAL										
Installation										
NCLF	36.1	42.9	3.6	6.6	3.2	3.4	1.9	1.6	0.4	0.4
PARITY										
CLERICAL										
Installation										
NCLF	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5
PARITY										
OTHER										
Installation										
NCLF	67.6	11.2	9.7	3.2	4.5	1.0	1.2	0.3	0.9	0.2
PARITY										
BLUE COLLAR										
Installation										
NCLF	65.4	9.8	9.1	2.2	8.7	1.5	1.7	0.5	0.8	0.2
PARITY										
TOTALS										
Installation										
NCLF	42.6	35.3	4.9	5.4	4.8	3.3	1.5	1.3	0.3	0.3
PARITY										

Note: % - Reflects the percentage of parity reached, group is below NCLF.
 ++ - Reflects parity at or above NCLF.
 NR - No Representation.

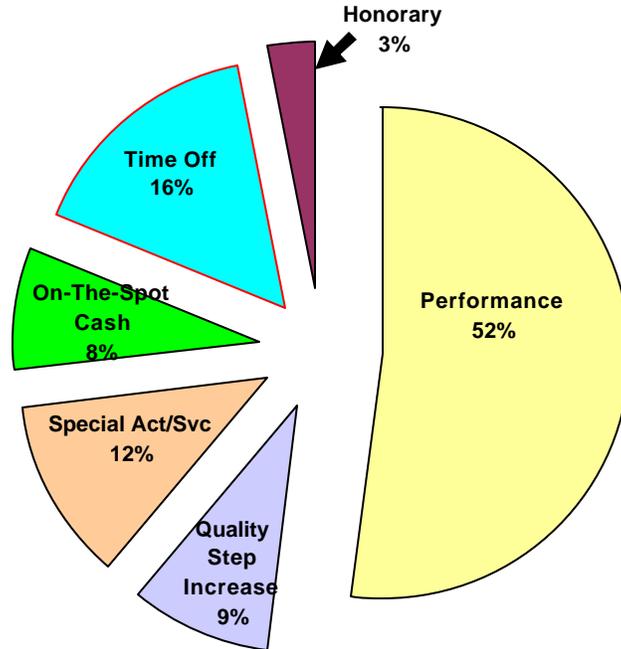
IV. TRAINING AND EMPLOYEE DEVELOPMENT.

The rate of training for each group was close to their percentage of the workforce.

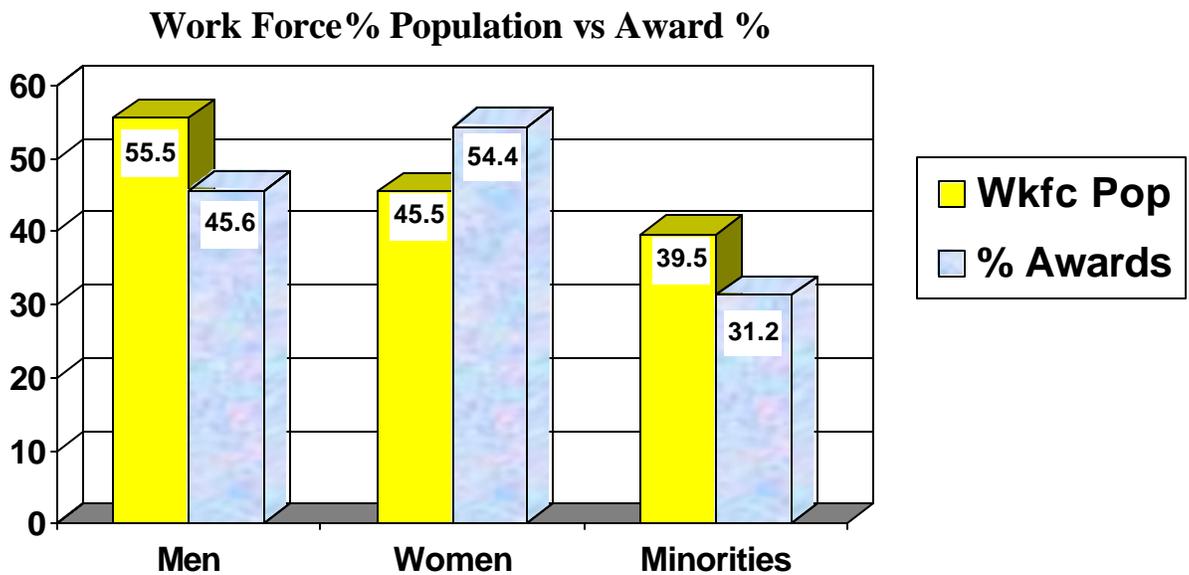


V. INCENTIVE AWARDS.

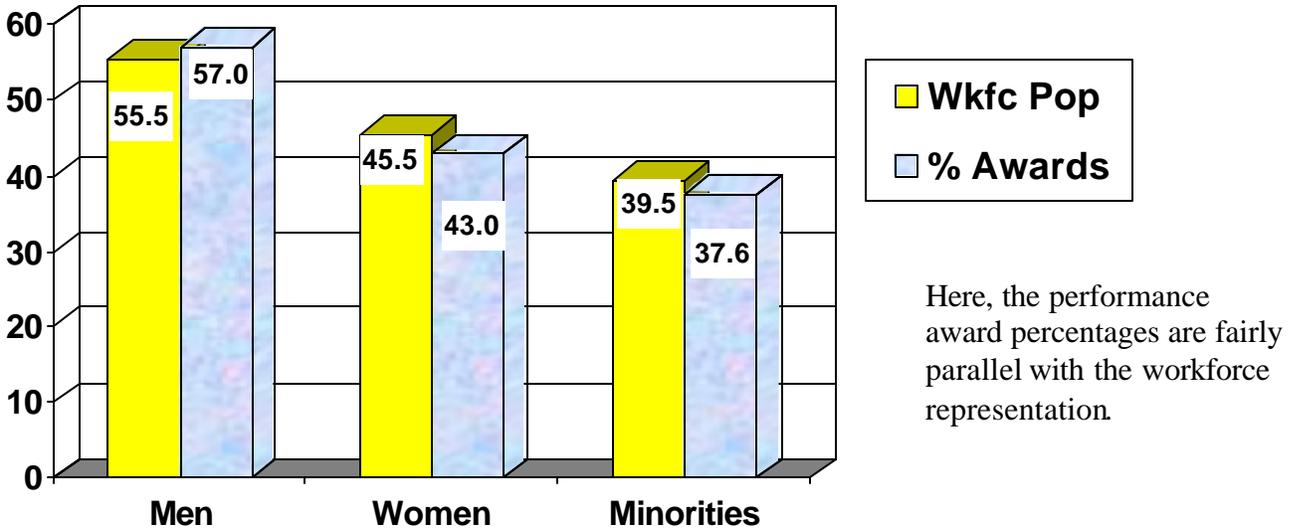
This chart reflects the overall percentage of awards by category.



The chart below compares the distribution of total awards with the workforce group. The percentage of awards closely matched the group's representation.

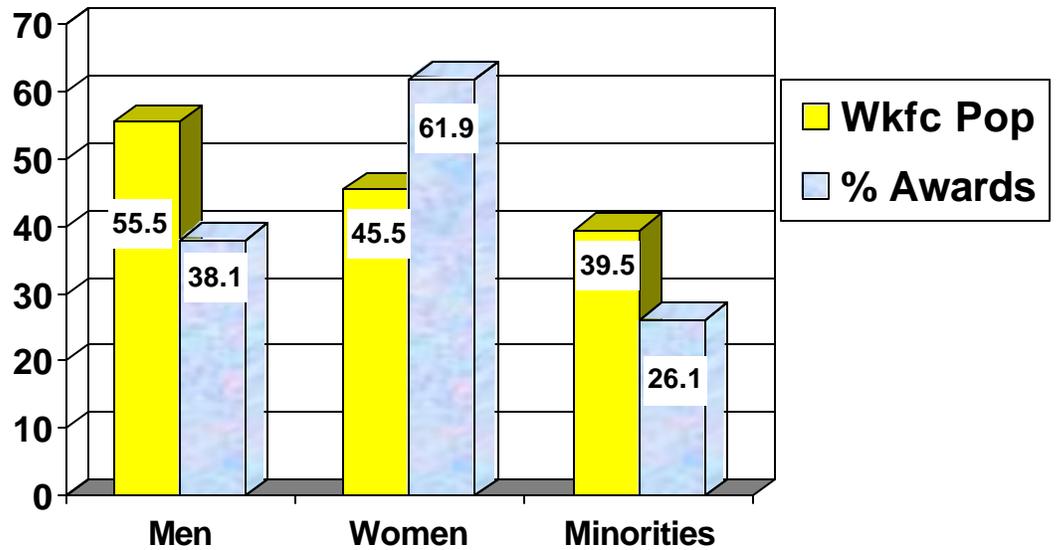


PERFORMANCE AWARDS



QUALITY STEP INCREASE (QSI)

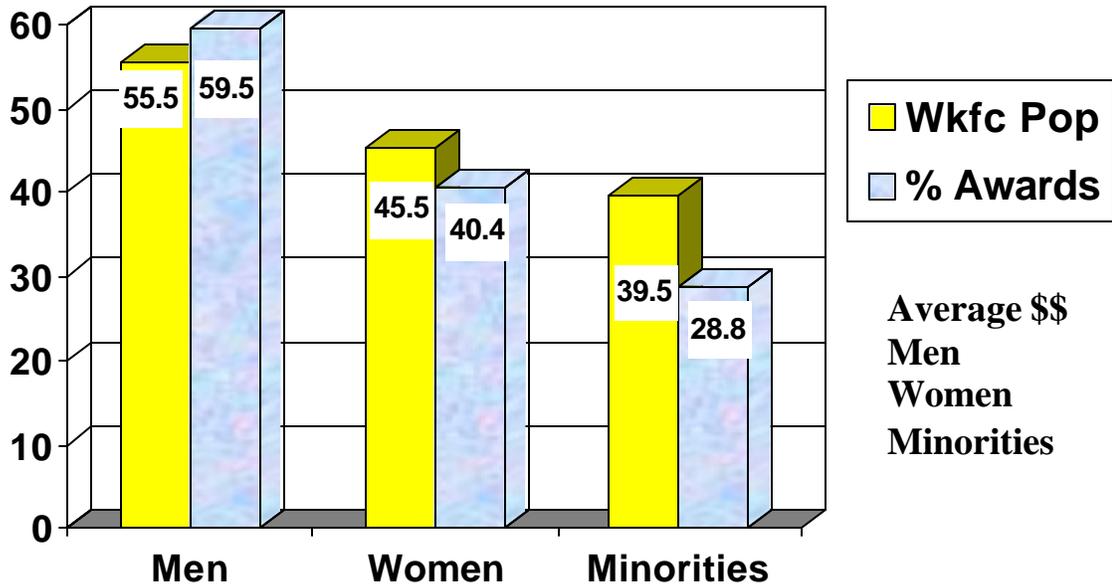
Women received considerably more QSIs than their workforce representation. Men and minorities received substantially less.



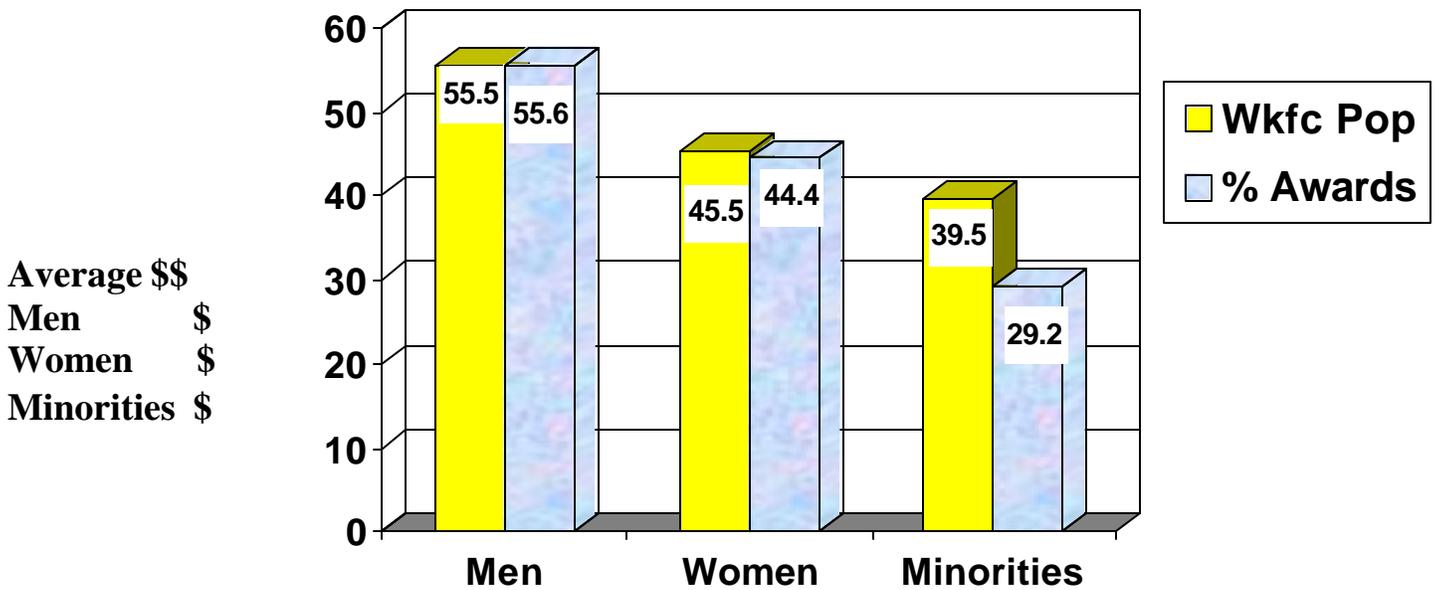
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Minorities fall significantly below their workforce percentage in receiving on-the-spot and special act or service awards.

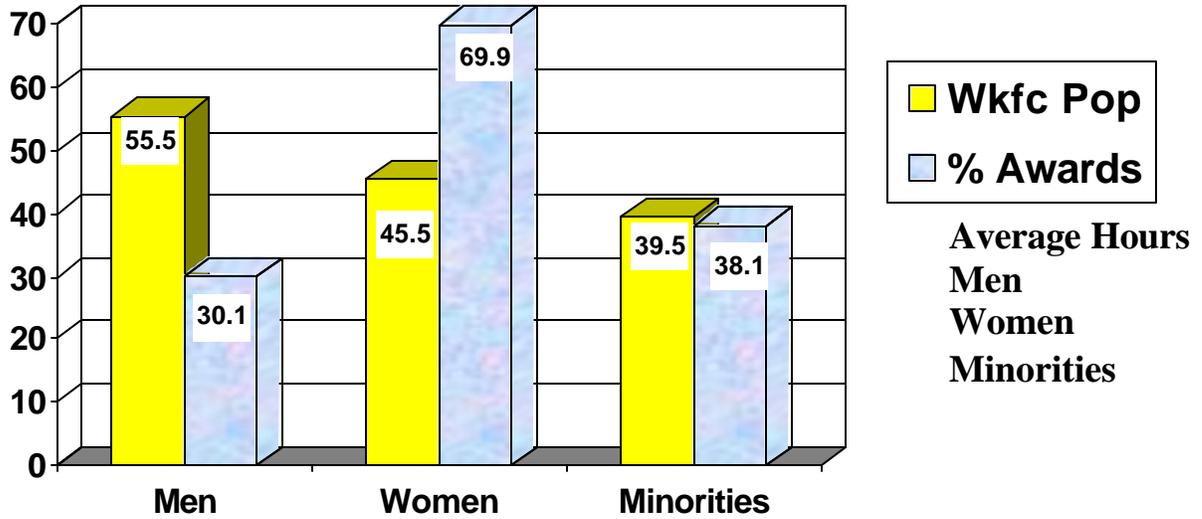
ON-THE-SPOT CASH



SPECIAL ACT OR SERVICE

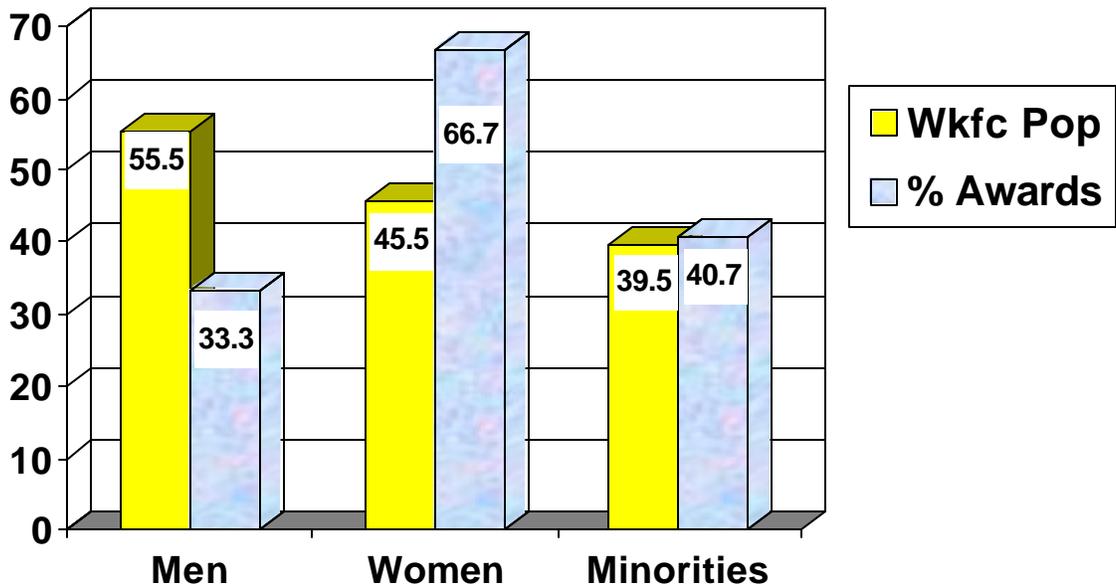


TIME OFF



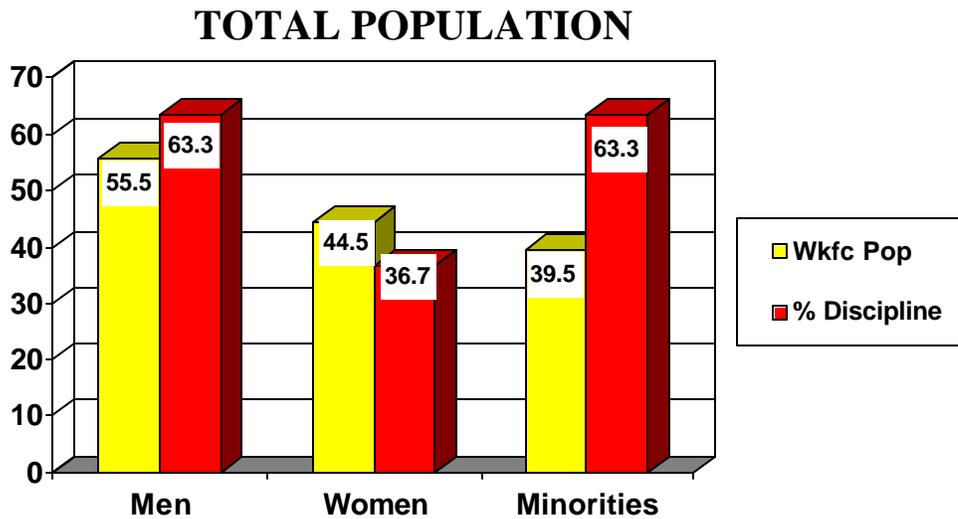
HONORARY

Honorary awards were aligned with the workforce population of minorities. Men and women were disproportionate.



VI. ADVERSE ACTIONS.

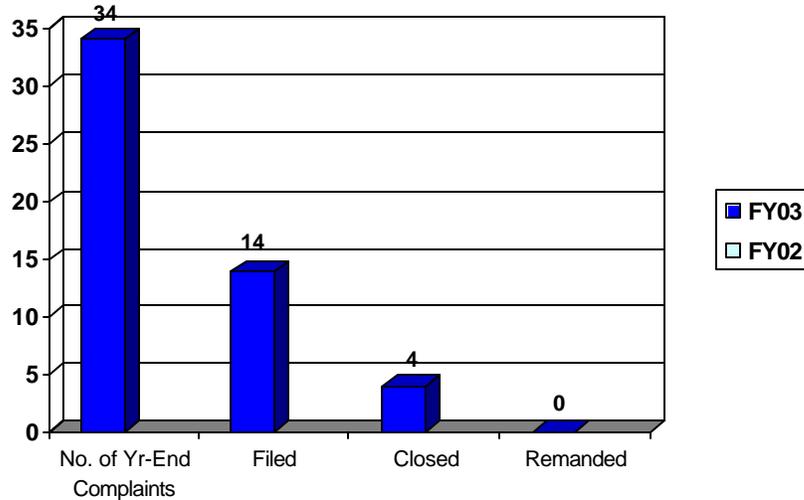
Minorities had a high percentage of adverse actions, but no definitive conclusion was determined. An action item to monitor this by conducting a mid-year review and tracking it through FY04 should clarify whether the disparity is high or if the statistics are skewed due to progressive disciplinary actions.



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VII. EEO COMPLAINTS.

Efforts to improve complaints processing continued in FY03. Shortages in staff and non-availability of collateral duty counselors contributed to the lag in complaint processing. The office processed 34 informal complaints; 27 elected traditional counseling. Only 11% of the counseling was completed within 30 calendar days.



BASES. Race and reprisal were the bases most often identified by complainants.

CLOSURES. Complaints were closed through a variety of actions such as withdrawals, dismissals, negotiated settlement agreements (NSA), and final agency decisions.

ALTERNATE DISPUTE RESOLUTION PROGRAM (ADR). Although employees were informed about the ADR process and the success rate for FY02 was high, fewer employees chose to use it in FY03.

ADR REQUESTS	
FY	Number
02	21
03	7

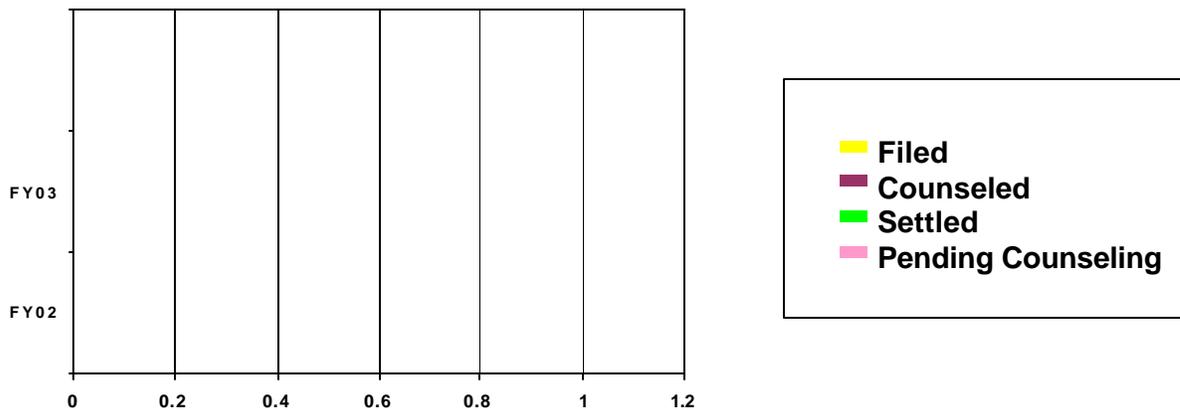
Seven mediations were requested during the informal stages of the complaint. Three were successfully settled.

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MONETARY SETTLEMENTS. In FY03 NSAs (no fault agreements between the employee and the agency) included monetary payments of:

- o Back pay (\$)
 - o Compensatory damages (\$)
 - o Attorney fees/costs (\$)
- TOTAL: \$

INFORMAL COMPLAINTS. The FY03 statistics for informal complaints are shown below. In FY03, 27 precomplaints were filed; 14 filed formal.



Counseling Within				
	30 Days	31-54 Days	55 to 90 Days	Beyond 90 Days
FY03	3	1	13	10
FY02				

The EEO office continued to put emphasis on training new collateral duty counselors to handle cases. EEO Counselor certification training was conducted once in FY 03 and yielded five new counselors. One was later hired as a full-time counselor, GS 0260-09, in the EEO office.

VIII. NOTEWORTHY ACTIVITIES AND SPECIAL EMPHASIS PROGRAMS.

Black Employment Program. During Black History Month the Black Employment Program Committee invited Mr. Oliver C. Allen, Jr. to be keynote speaker at the installation observance. Mr. Allen, currently Deputy Executive Assistant for Equal Opportunity at the Bureau of Alcohol, Tobacco, Firearms and Explosives, served as the EEO Officer at Ft. Belvoir for several years. In the summer of 2003, the Black Employment Manager attended the Blacks in Government conference in Denver, Colorado.

Federal Women's Program. To commemorate Women's History Month, the Ft. Belvoir Federal Women's Program Committee invited Lt. Col. JoAnn Y. Eberle as guest speaker. Lt. Col. Eberle addressed the theme of "Women Pioneering the Future" as she chronicled the history of women in flight going back to World War II and the Women Air Force Service Pilots. Donned in her flight suit, she pointed out her indebtedness to women in all aspects of aviation who opened doors that allowed her to pursue a career as a U.S. Army helicopter pilot. Lt. Col. Eberle is the battalion commander of the 12th Aviation Battalion at Davison Army Airfield.

For Women's Equality Day, the Ft. Belvoir FWP hosted an observance with Ms. Jean W. Ellis as keynote speaker. Ms. Ellis, wife of FORSCOM Commander GEN. Larry R. Ellis, is a former DA EEO official.

Hispanic Employment Program. Ft. Belvoir's Hispanic Employment Program hosted a luncheon observance with Brigadier General Jesus Mangual as keynote speaker to commemorate Hispanic Heritage Month. BG Mangual is the Director of Force Projection and Distribution, Department of the Army. Also attending as a special guest of the HEP was Vice Admiral Daniel L. Brewer III, commander of the Military Sealift Command. Commander Brewer graced the audience with an impromptu acknowledgement of Hispanic heritage and he talked about the significance of employing members of all cultures within the military services.

Alternate Dispute Resolution. An increase in using mediation during the informal counseling stage resulted in 3 resolved complaints during FY 2003. Ft. Belvoir uses the federal subsidized Shared Neutrals program. During FY 2003, 7 complainants elected to use ADR.

Disability Employment Awareness. The Ft. Belvoir Program for Individuals with Disabilities invited Ms. Erni Moya, the DA PIWD Director to conduct a workshop for the workforce during Disability Employment Awareness Month. Also on the agenda with supplementary information were representatives from the Virginia Department of Rehabilitative Services.

Special Emphasis Program Committees. The Ft. Belvoir Special Emphasis Program Committees increased membership when they solicited employees from the tenant organizations, particularly Army Material Command to join the various groups. AMC began its relocation to

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Ft. Belvoir during the summer of FY 2003, which prompted several Ft. Belvoir organizations to invite their employees to join force with existing groups on the installation. The Ft. Belvoir SEPs also planned to solicit membership at an upcoming fall welcome/partnership activity with AMC.

Training. The Ft. Belvoir EEO officer conducted three separate executive-level Basic EEO training sessions for senior managers and supervisors on the installation and its sub community, Ft. A.P. Hill, during the last quarter of FY 2003. At these sessions he was able to train 90 management officials on the overall EEO program.

Developmental Assignments. Two staff members of the Ft. Belvoir Garrison EEO Office were selected for 90-day developmental assignments with the HQ, IMA EEO Office. The "Strategies for Success" EEO Task Force, which solicited EEO careerists with field office experience, provided the opportunity to amend the HQ IMA strategic plan, recommend changes to existing EEO regulations, develop an EEO briefing for universal use, update and unify EEO positions descriptions, and analyze some field office manpower issues.

IX. FY 03 UPDATE - ACTION ITEMS.

PROGRAM ELEMENT I: WORKFORCE.

A.

PROBLEM/BARRIER STATEMENT: Managers, directors and supervisors are not provided EEO data for their individual organizations.

OBJECTIVE: To establish feeder report process to provide diversity profiles to directors and managers.

RESPONSIBLE OFFICIAL: Ft. Belvoir Garrison EEO

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Develop a standard workforce profile report for managers.	EEO	Sep 04

B.

PROBLEM/BARRIER STATEMENT: Women and minorities are underrepresented at the higher grades (GS13–15).

OBJECTIVE: To reduce the imbalance of affected EEO groups by increasing their representation at the higher grades.

RESPONSIBLE OFFICIAL: Commanders, Managers, Selecting Officials, Supervisors, and EEO Officials

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Conduct status review of high grade demographics for top management review.	EEO	Quarterly
Conduct analysis of in-house promotions to identify missed opportunities.	EEO	Sep 04
Develop and publish a strategic plan to address the problem.	EEO Top Management	Sep 04
Have managers report on their efforts to increase representation of EEO target groups.	Managers and Selecting Officials	Sep 04

PROGRAM ELEMENT II. DISCRIMINATION COMPLAINTS.

C.

PROBLEM/BARRIER STATEMENT: When the IMA organizational structure took effect some EEO reporting requirements changed without providing adequate forewarning for staff members to meet suspenses.

OBJECTIVE: To clarify reporting requirements and adjust deadline timeframes.

RESPONSIBLE OFFICIAL: EEO Officials

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Develop and publish updated regulations reflecting new reporting requirements	HQ IMA EEO	Sep 04

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DEFINITIONS - BASIC EEO TERMS

Action Item - Clearly identified step to the attainment of an objective.

Affirmative Action (AA) – An action item to increase workforce diversity for underrepresented EEO groups (e.g., expanding the area of consideration for job announcements to increase the applicant pool for all groups). Underrepresented EEO groups are identified by comparing the command’s demographics to the Civilian Labor Force statistics prepared by the U.S. Census Bureau. The identification of underrepresented groups is a diversity measurement gauge and does not constitute or promote using quotas or preferences for selection.

Applicant Sources - Any entity from which members of underrepresented groups can be recruited for federal employment.

Barrier – Personnel principle, policy, or practice which restricts or tends to limit the representative employment of applicants and employees, especially women, minorities, and people with disabilities.

Barrier Analysis - A review and analysis of personnel procedures to determine those procedures which impede agency efforts to eliminate underrepresentation or to offer equal employment opportunities to underrepresented groups.

Civilian Labor Force (CLF) – Persons, 16 years of age or over, excluding those in the Armed Forces, who are employed or looking for employment, grouped in a variety of geographical areas (e.g., local, statistical metropolitan area, national, etc.) Professional and administrative positions are normally compared against the National Civilian Labor Force (NCLF).

Conspicuous Absence – EEO group that is nearly or totally nonexistent in a particular occupation or grade level in the workforce.

EEO Groups – Employees self-identify to one of the groups listed below. A further explanation of these groups is included in the next definition.

Group	Men	Women
Black	X	X
Hispanic	X	X
Asian American/Pacific Islander	X	X
Native American (American Indian and Alaskan Native)	X	X
White	X	X

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EEO Race and National Origin (RNO) Identification – Major designations that define the racial or ethnic group to which an individual belongs. Employees normally make a voluntary disclosure as to their RNO designation at the time of employment and may change it by advising the servicing civilian personnel office. These categories were created by the U.S. Census Bureau and are used by the U.S. Department of Labor and the Equal Employment Opportunity Commission to determine workforce demographics. Not all internationally recognized or imaginable group designations are used because of the expense incurred by the Census Bureau. The purpose of the groupings is to measure the effects of policy and practices on each group. The groups are based on descent: European, Asian, African, Native American or Spanish:

Employee – Permanent, full- or part-time, members of the agency work force including those in excepted service positions. Temporary or intermittent individuals are counted.

Employment Category/PATCOB – The major occupational categories for the White Collar and Wage Board pay systems. These categories are Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB). The term ‘PATCOB’ is normally used when referring to these categories.

Manifest Imbalance – Representation of EEO groups in a specific occupation grouping or grade level in the agency’s workforce that is substantially below its representation of the appropriate CLF.

Numerical Objectives (Goals) – Quantifiable objectives designed to eliminate a manifest imbalance or conspicuous absence of EEO Groups.

Objective – Statement of a specific end product or condition to be attained by a specific date. Accomplishment of an objective helps to eliminate an employment barrier or other problem that hinders building a diverse workforce.

Problem – Something that hinders attainment of EEO goals and objectives and equal opportunity for one or more groups.

Program Element – Prescribed program area for assessing where agencies should concentrate their affirmative employment program analysis and plan development.

Responsible Official – The management official responsible for accomplishing an action item.

Target Date – Date (month/year) for completion of an action item.

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Distribution of EEO Groups and Comparison by PATCOB -- Percentage Comparison to NCLF for FY02 - FY03
This chart normally compares the present garrison workforce percentages with the previous FY by occupational category to the NCLF. (FY02 workforce statistics were not available for comparison, so FY01 figures are used.) Some employee numbers are for anonymous ethnic designators; therefore the workforce totals in some cases will not be equal.

	ALL	WHITE		BLACK		HISPANIC		AS AM/PAC ISL		AM IN
		Men	Women	Men	Women	Men	Women	Men	Women	Men
PROFESSIONAL										
FY01 No.	719	390	170	29	45	13	11	35	25	1
FY01 Percent		54.2%	23.6%	4.0%	6.3%	1.8%	1.5%	4.9%	3.5%	0.1%
NCLF		54.7%	30.3%	2.4%	3.2%	2.1%	1.4%	3.5%	1.9%	0.2%
FY03 No.	66	16	31	1	11	0	3	2	2	0
FY03 Percent		24.2%	46.9%	1.5%	16.7%	0.0%	4.5%	3.0%	3.0%	0.0%
ADMINISTRATIVE										
FY01 No.	1460	635	501	120	127	23	16	13	12	10
FY01 Percent		43.5%	34.3%	8.2%	8.7%	1.6%	1.1%	0.9%	0.8%	0.7%
NCLF		42.1%	40.4%	3.6%	5.3%	2.6%	2.6%	1.4%	1.4%	0.3%
FY03 No.	89	33	29	10	12	2	0	1	0	0
FY03 Percent		37.1%	32.6%	11.2%	13.4%	2.2%	0	1.1%	0	0
TECHNICAL										
FY01 No.	502	131	190	51	100	9	9	1	8	2
FY01 Percent		26.1%	37.8%	10.2%	19.9%	1.8%	1.8%	0.2%	1.6%	0.4%
NCLF		36.1%	42.9%	3.6%	6.6%	3.2%	3.4%	1.9%	1.6%	0.4%
FY03 No.	99	20	28	17	25	3	3	0	2	0
FY03 Percent		20.2%	28.2%	17.1%	25.2%	3.0%	3.0%	0	2.0%	0

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	ALL	WHITE		BLACK		HISPANIC		AS AM/PAC ISL		AM IN
		Men	Women	Men	Women	Men	Women	Men	Women	Men
CLERICAL										
FY01 No.	322	35	172	25	76	2	3	1	7	1
FY01 %		10.9%	53.4%	7.8%	23.6%	0.6%	0.9%	0.3%	2.2%	0.3%
NCLF		14.0%	63.4%	2.8%	9.6%	1.7%	5.2%	0.8%	1.9%	0.1%
FY03 No.	30	5	18	1	2	1	1	0	2	0
FY03 %		16.7%	60%	3.3%	6.7%	3.3%	3.3%	0	6.7%	0
OTHER										
FY01 No.	137	109	11	7	4	2	0	2	2	0
FY01 %		79.6%	8.0%	5.1%	2.9%	1.5%	0.0%	1.5%	1.5%	0.0%
NCLF		67.6%	11.2%	9.7%	3.2%	4.8%	1.0%	1.2%	0.3%	0.9%
FY03 No.	67	61	0	5	0	0	0	1	0	0
FY03 %		91.0%	0	7.5%	0.0%	0	0.0%	1.5%	0.0%	0.0%
BLUE COLLAR										
FY01 No.	259	139	16	81	11	6	1	2	1	1
FY01 %		53.7%	6.2%	31.3%	4.2%	2.3%	0.4%	0.8%	0.4%	0.4%
NCLF		65.4%	9.8%	9.1%	2.2%	8.7%	1.5%	1.7%	0.5%	0.8%
FY03 No.	31	16	1	12	0	1	1	0	0	0
FY03 %		51.6%	3.2%	38.7%	0	3.2%	3.2%	0	0	0

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	ALL	WHITE		BLACK		HISPANIC		AS AM/PAC ISL		AM IN
		Men	Women	Men	Women	Men	Women	Men	Women	Men
TOTALS										
FY01 No.	3399	1439	1060	313	363	55	40	54	55	15
FY01%		42.3%	31.2%	9.2%	10.7	1.6%	1.2%	1.6%	1.6%	0.4%
NCLF		42.6%	35.3%	4.9%	5.4%	4.8%	3.3%	1.5%	1.3%	0.3%
FY03 No.	382	151	107	46	50	7	8	4	7	0
FY03 %		39.5%	28%	12%	13.1%	1.8%	2.1%	1%	1.8%	0

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FY03 EXTRACT BY PERCENTAGES

This chart isolates FY03 representations, extracted from pages A-C and compares them against the NCLF.

OCCUPATIONAL CATEGORY	WHITE		BLACK		HISPANIC		AS AM/PA IS	
	Men	Women	Men	Women	Men	Women	Men	Women
FY03 Percentages								
PROFESSIONAL								
<i>Ft. Belvoir</i>	24.2%	46.9%	1.5%	16.7%	0.05	4.5%	3.0%	3.0%
<i>NCLF</i>	54.7%	30.3%	2.4%	3.2%	2.1%	1.4%	3.5%	1.9%
ADMINISTRATIVE								
<i>Ft. Belvoir</i>	37.1%	32.6%	11.2%	13.4%	2.2%	0.0%	1.1%	0.0%
<i>NCLF</i>	42.1%	40.4%	3.6%	5.3%	2.6%	2.6%	1.4%	1.4%
TECHNICAL								
<i>Ft. Belvoir</i>	20.2%	28.2%	17.1%	25.2%	3.0%	3.0%	0.0%	2.0%
<i>NCLF</i>	36.1%	42.9%	3.6%	6.6%	3.2%	3.4%	1.9%	1.6%
CLERICAL								
<i>Ft. Belvoir</i>	16.7%	60.0%	3.3%	6.7%	3.3%	3.3%	0.0%	6.7%
<i>NCLF</i>	14.0%	63.4%	2.8%	9.6%	1.7%	5.2%	0.8%	1.9%
OTHER								
<i>Ft. Belvoir</i>	91.0%	0.0%	7.5%	0.0%	0.0%	0.0%	1.5%	0.0%
<i>NCLF</i>	67.6%	11.2%	9.7%	3.2%	4.8%	1.0%	1.2%	0.3%
BLUE COLLAR								
<i>Ft. Belvoir</i>	51.6%	3.2%	38.7%	0.0%	3.2%	3.2%	0.0%	0.0%
<i>NCLF</i>	65.4%	9.8%	9.1%	2.2%	8.7%	1.5%	1.7%	0.5%

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GRADES GS 1-12

This chart is a summary of grades GS 1 - 12 by EEO groups and grade ranges, reflecting numbers and percentages for FY02.

	ALL	WHITE		BLACK		HISPANIC		AS AM/PAC ISL		AF Me
		Men	Women	Men	Women	Men	Women	Men	Women	
GS 1-4										
FY01 No.	458	172	196	26	36	6	4	6	7	5
FY01 Percentage		37.6%	42.8%	5.7%	7.9%	1.3%	1.5%	1.1%	1.5%	0.0
NCLF		54.7%	30.3%	2.4%	3.2%	2.1%	1.4%	3.5%	1.9%	0.2
FY03 No.	10	2	1	2	3	0	2	0	0	0
FY03 Percent		20.0%	10.0%	20.0%	30.0%	0.0%	20.0%	0.0%	0.0%	0.0
GS 5-8										
FY01 No.	749	190	299	65	159	9	10	2	14	0
FY01 Percentage		25.4%	39.9%	8.7%	21.2%	1.2%	1.3%	0.3%	1.9%	0.0
NCLF		36.1%	42.9%	3.6%	6.6%	3.2%	3.4%	1.9%	1.6%	0.4
FY03 No.	161	63	46	21	20	3	2	1	5	0
FY03 Percent		39.1%	28.6%	13.0%	12.4%	1.9%	1.2%	0.6%	3.1%	0.0
GS 9-12										
FY01 No.	1063	382	382	93	126	14	17	22	21	5
FY01 Percentage		35.9%	35.9%	8.7%	11.9%	1.3%	1.6%	2.1%	2.0%	0.5
NCLF		42.1%	40.4%	3.6%	5.3%	2.6%	2.6%	1.4%	1.4%	0.3
FY03 No.	151	52	52	11	23	2	4	3	4	0
FY03 Percent		34.4%	34.4%	7.2%	15.2%	1.3%	2.6%	2.0%	2.6%	0.0

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Serviced Organizations	Population	Type of Unit/MACOM
U. S. Army Garrison Ft. Belvoir AF	391	TDA Units
212 MP Det Aug Carrier	6	
U. S. Army Garrison Ft. Belvoir NAF	660	Other On Post
CO E 302nd Signal Bn	24	MTOE Unit
USA Manpower Analysis Agency	898	HQDA Tenants
Soldiers Magazine		
PM Close Combat Spt		
PEO-EIS		
PM Ground Combat Cmd& Cntrl		
Acquisition Support Ctr		
PM Intel & Effects		
Inspector General School		
Institute of Heraldry		
Army Force Mgmt School		
USAFMSA		
Center for Army Analysis		
Army Mgmt Staff College		
Ground Application Prog OFC (GAPO)		
Rcd Mgmt & Declass Agcy & Rec Res		
USALSA, Trial Defs Svc		
Logistics Transformation Agency		
Capital District Contracting Ctr		
Civilian Personnel Advisory Center		
ISEC.CECOM/Ft. Belvoir Eng Office		
U.S. Army CID	194	CID
U.S. Army Medical/Veterinary Cmd	530	MEDCOM
U.S. Army Training and Doctrine Cmd	35	TRADOC
FORSCOM ASA-INSCOM	32	USA Signal Activity
U.S. Army Material Command	786	AMC
CECOM/Night Vision	872	CECOM
MDW (does not include NCR-DOIM)	159	MDW
INSCOM	1165	INSCOM
Defense Acquisition University (DAU)	214	DOD
Defense Commissary Agency (DECA)	159	
Defense Telecommunications SVC (DTS)	2	
Office of Admin Assist (DOL-W)	9	
Ops Support Airlift Command	0	National Guard
Ft. A.P. Hill	206	Satellites/Off Post
Ft. A.P. Hill NAF	18	
MEDDAC Woodbridge	5	
PEO Air Missile Defense	20	
Joint PEO for Chem and Bio Defense	31	
Total	6416	

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