



DEPARTMENT OF THE ARMY
U. S. ARMY MEDICAL COMMAND
2050 WORTH ROAD, FORT SAM HOUSTON, TEXAS 78234-6013

MCEE

22 OCT 2009

MEMORANDUM FOR Director, Special Emphasis and Community Outreach, Office of EEO and Civil Rights, ATTN: Yolanda Maldonado-Echevarria, 1901 S. Bell Street, CM 4, Suite 207, Arlington, VA 22202-4508

SUBJECT: Ninth Annual Report to the President on Hispanic Employment

1. We are forwarding from US Army Medical Command (MEDCOM) the Ninth Annual Report to the President on Hispanic Employment, as required (Enclosure 1). The report includes information from Headquarters, MEDCOM and both MEDCOM installations (Walter Reed Army Medical Center and US Army Garrison, Fort Detrick).
2. The report includes the human capital management practices related to the four major Hispanic Employment initiatives developed by the Office of Personnel Management. The report also includes information on outreach strategies, targeted recruitment strategies and programs, partnerships with non-governmental organizations, and special activities focused on the recruitment and retention of Hispanics.
3. Our point of contact is Mrs. Carmen L. Lopez, Director, Office of Equal Employment Opportunity Programs, at (210) 221-8170 or DSN 471, and e-mail carmen.lopez@us.army.mil.

FOR THE COMMANDER:

Encl
as


HERBERT A. COLEY
Chief of Staff

FISCAL YEAR (FY) 2009
REPORT ON HISPANIC EMPLOYMENT IN THE FEDERAL GOVERNMENT
(Nine-Point Plan)

Initiative Number 1 - Community Outreach

- **Support and implement the White House Initiative on Educational Excellence for Hispanic Americans.**

US Army Medical Command (MEDCOM) organizations have continued their successful partnerships with educational institutions that may include Hispanic Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs), Tribal Colleges and Universities (TCUs), and other Minority Institutions (MIs). These partnerships support the MEDCOM Minority College Relations Program (MCRP) and are in accordance with governing Executive Orders. The partnerships may involve opportunities for students to perform their student clinical practicums at MEDCOM hospitals, dental clinics, and veterinary services; however, they also extend to partnerships with elementary, middle, and high schools that include participation in job fairs, career days, and mentoring programs.

The following are examples of some of the partnerships reported during this fiscal year (FY) at MEDCOM organizations:

Bassett Army Community Hospital (BACH), Fort Wainwright, AK:

- BACH is actively engaged in partnerships with several schools, colleges, and universities through Affiliation Agreements. The educational institutions include the University of Alaska – Fairbanks, the University of Alaska – Anchorage, University of Colorado, State University of New York, the University of Washington, Ferris State (Michigan), and Pacific University (Oregon).
- Staff members participate in Garrison programs that engage in activities with local schools. A recent event on Arbor Day enabled staff to assist students in planting trees on the installation. Some members of the BACH staff also participated in a joint experience with the Public Health System to visit local schools as part of an immunization project. These endeavors promote the hospital and health careers.
- The Alaska District Veterinary Command (AKDVC) promotes the Health Professions Scholarship Program and serves as a site for conducting student practicums.

Enclosure 1

Evans Army Community Hospital (EACH), Fort Carson, CO:

- EACH is actively engaged in partnerships or agreements with over 100 colleges and universities through Training Agreements. They include three HSIs with one school (Pueblo Community College) engaged in six agreements that include Registered Nurse training, Radiologic Technologist, Diagnostic Medical Sonographers, Occupational Therapy Assistance, Physical Therapy, and Radiological Technology Radiography.
- The Deputy Commander for Clinical Services (DCCS) is staffing an agreement for a partnership with a Tribal College.

Blanchfield Army Community Hospital (BACH), Fort Campbell, KY:

- BACH is actively engaged in 47 Affiliation Agreements with 34 colleges and universities that include two HBCUs and one HSI. Meharry Medical College and Tennessee State University (Nashville) are HBCUs and the University of Texas Health Science Center is an HSI. The degree programs range from Associate degrees to Master's degrees in fields such as Pediatrics, Occupational and General Preventive Medicine, Obstetrics and Gynecology, Physical Therapy, and Nursing. Other universities include Draughtons Jr. College-Clarksville, Hopkinsville Community College, and Austin Peay State University.
- Staff members in Clinical Pharmacy mentor various Pharmacy students in Lexington, KY and Nashville, TN. The Assistant Chief of Pharmacy also noted that the new Pharmacy School at David Lipscomb University may provide opportunities for additional partnerships.
- The DCCS reported that Army Medical Department (AMEDD) recruitment is enhanced through such programs as Lunch at Meharry where AMEDD Officers visit the campus during a lunch program and familiarize students with the AMEDD.
- The Warrior Transition Unit (WTU) also has partnerships with Austin Peay, Hopkinsville, and Murray State to enable Wounded Warriors to continue their education programs. MAJ Moyer, WTU Executive Officer, noted that the WTU has been extremely successful in promoting college education programs with Warriors assigned to their Unit.
- Dental Officers participate in recruitment trips to dental schools at colleges and universities in the area to include Vanderbilt University, Meharry Medical College, and the University of Kentucky. They are engaged in community outreach programs in support of Retiree Appreciation Month and Children's Dental Health Month. The DENTAC also promotes the Expanded Function Dental Assistant program and sponsors the Red Cross Volunteer Program.
- The TVDVC (Vet Services) region-wide is also engaged in a partnership with Tuskegee University (an HBCU) for Veterinary Technicians and the University of Georgia Veterinary School.

Brian Allgood Army Community Hospital (BAACH), Yongsan, Korea:

- BAACH demonstrates clear support of the MEDCOM MCRP through outreach and partnerships with five Korean colleges and universities.

Brooke Army Medical Center (BAMC), Fort Sam Houston, TX:

- BAMC is actively engaged in partnerships or agreements with colleges and universities.
- There is a partnership with Baylor University in the area of Pathology and an agreement with Fisk School of Pharmacy.

Irwin Army Community Hospital (IACH), Fort Riley, KS:

- IACH demonstrated support of the MEDCOM MCRP through an outreach partnership with Barton County Community College (an MI) for Emergency Medical Services and laboratory technicians.

Martin Army Community Hospital (MACH), Fort Benning, GA:

- MACH has developed its MCRP through outreach and partnerships with 66 colleges and universities.
- A total of 19 HBCUs, HSIs and MIs have formal agreements with MACH.

Womack Army Medical Center (WAMC), Fort Bragg, NC:

- One hundred and two colleges and universities have partnerships or agreements with WAMC. Ten of those agreements include HBCUs, HSIs, and MIs.
- WAMC has exceeded the Department of Army (DA) goals to engage in contracts, research grants, etc. with HBCUs, HSIs, and MIs.

During FY 2009, the MEDCOM Office of EEO Programs was an active participant on a Department of Defense (DoD) working group involved in assisting the Office of Diversity Management and Equal Opportunity (Office of the Under Secretary of Defense for Personnel and Readiness) and Heroes & Heritage, a veteran's organization, sponsor a Student Educational and Leadership Summit in San Antonio. The purpose of the summit was to familiarize high school and college students with future career opportunities in DoD. Approximately 400 students and faculty members from San Antonio school districts and various colleges attended the symposium—this reflected an increase of 100 students from last year's total of 300 and increased the representation of school districts from six to eight. The students heard presentations from all DoD components to include Army, Navy, Marine, Air Force, and Coast Guard. The Defense Logistics Agency and the Air Force Academy also provided information. Approximately 60% of the students in attendance were Hispanic.

The command EEO Office was also available to support a local Resume Writing Workshop and Hiring Heroes Career Fairs conducted at Fort Sam Houston by the Office of the Secretary of Defense and a combined group of Garrison and tenant organizations on the installation. The Resume Writing Workshops in March and September have become annual events to reach out and assist wounded service members and their families by providing one-on-one assistance from Human Resource and EEO personnel in the preparation of employment resumes. Attendees at the workshops and fairs included service members and family members some of whom were of Hispanic origin. Wounded service members assigned to the Warrior Transition Brigade (WTB) at Carl R. Darnall Army Medical Center, Fort Hood, TX, have attended the Career Fairs in greater numbers each year.

Walter Reed Army Medical Center (WRAMC):

Based on the 2008 report from the federal Hispanic Work Group, WRAMC is eagerly awaiting the media strategies and branding tool to assist in marketing various types of federal employment for Hispanics. In the interim, the Walter Reed Health Care System continues to work with our developed partnerships through various affiliation agreements with colleges and universities throughout the United States (US). Nursing recruitment extends to colleges and universities in the US and to local high schools to promote health care careers, especially nursing. All MEDCOM organizations on the Walter Reed campus participate in outreach efforts in the community. The WRAMC Audiology Department recently resumed an intern acceptance relationship with two local universities (Northwestern and Nova Universities).

It should be noted that the Walter Reed Army Institute of Research personnel are involved in a variety of Science and Engineering programs at HBCUs while others serve as mentors at elementary, middle and high schools to promote careers in science, technology, engineering, and mathematics (STEM) areas. The Armed Forces Institute of Pathology (AFIP) has for many years provided summer employment opportunities for students from four different colleges during the school year. AFIP is proud of their volunteer program and has had up to ten student volunteers in a variety of AFIP areas throughout the year. The Director of the AFIP, Dr. Florabel Mullick, a member of the Senior Executive Service (SES), is directly involved and supportive of the outreach initiatives. Dr. Mullick is one of only three Hispanic SES employees in the Department of Army. Prior to the Base Realignment and Closure (BRAC) (September 2011), it is our hope to work with other organizations and agencies whose mission critical occupations include STEM areas to assist in our recruitment efforts.

USAG Walter Reed EEO Office is actively working to support Executive Order (EO) 13171, EO 13230, and EO 13078. An annual brief is presented to management, union officials, and the general workforce on these EOs and initiatives developed in support of the EOs.

An important part of this effort has been to open communications and develop networking relationships with local Hispanic organizations through the WRAMC

Hispanic Employment Program. The goal is to increase the representation of Hispanics at serviced organizations on Walter Reed where under-representation has been identified, most notably in the higher grades.

Efforts are continuously made to extend WRAMC outreach initiatives to national professional organizations as part of the MEDCOM MCRP. Bell Senior High School (BSHS) continues to partner with WRAMC in support of its EnvironMentors program. The program prepares under-represented high school students for college degree programs in environmental, natural resources, and other related science fields. Ms. Maria Tukeva, Principal at BSHS, confirmed the following demographics for the high school:

Hispanic – 66%
Other – 1-4%
African American – 31%

A review of the WRAMC workforce identified a shortage of medical occupations by series and grade and further identified under-representation by race and gender in these critical, hard-to-fill occupations:

Series & Grades:

Clinical Nurse, 0610, GS 12/equivalent, Hispanic, Asian/Pacific Islander, American Indian, African American, male and female;
Licensed Practical Nurse/Nursing Assistants, 0620, 0621, all grades Hispanic, Asian Pacific Islander, American Indian, male and female;
Medical Technologist, 0644, GS 09/equivalent and above (received special WRAMC direct hire authority for this series), Hispanic, Asian Pacific Islander, American Indian, African American, male and female;
Physician Assistants, 0603, GS 12/equivalent and above;
Physicians, 0602 (all grades) Hispanic, Asian Pacific Islander, American Indian and African American, male and female; and
Pharmacists, 0660, GS 09/equivalent and above.

A future goal is to implement a strategic recruitment plan for WRAMC despite the challenges imposed by the BRAC. The plan will address the shortage and under-represented areas by series and promote those occupations with students while emphasizing the need to stay-in-school.

The USAG Walter Reed EEO staff participates and assists in sponsoring diversity celebration events and activities to ensure and support the EEO goal of building a Model EEO Program. Area schools are often invited to attend or participate in the celebrations.

As part of on-going EEO training conducted by USAG Walter Reed EEO personnel, the workforce was again informed of the White House Initiative on Educational Excellence for Hispanic Americans. Supervisors are encouraged to develop recruitment

partnerships with area colleges and universities to include HBCUs/HSIs/TCUs/MIs. Federal job announcements and scholarship/intern information are disseminated regularly.

Fort Detrick:

The Fort Detrick EEO Office sponsored its 3rd Annual EEO Conference in March 2009 that included exhibits from 26 organizations that provide services to minorities and women throughout the Metropolitan area to include Hispanics. These organizations provided information about their services to the EEO personnel of Fort Detrick, Walter Reed, Letterkenny Army Depot, Carlisle War College, Naval Supply Headquarters, and the Defense Logistics Agency. The EEO Office partners with many of these organizations to assist Hispanic employees with career planning and development.

The Fort Detrick EEO and EO Offices participated in the planning and execution of the PANGAEA Frederick held on 9 May 2009. PANGAEA Frederick is a festival celebrating the Frederick heritage. It has become a cultural event that seeks to unite the growing diversity within the community. This year's festival featured food, art, music, and displays from around the globe. A kickoff to the festivity included a Naturalization Ceremony that was sponsored by the City of Frederick. The event also served as an outreach effort to educate the Fort Detrick and surrounding communities on the various services offered to minorities in the area to include employment opportunities.

Fort Detrick also participated in a community-wide Latino Festival in September, 2009 and partnered with the Frederick Community College in providing employment information to the local Hispanic community.

- **Providing information on Federal employment opportunities to students, faculty, and the Hispanic community.**

The Office of EEO Programs, HQ MEDCOM, continues to maintain an active partnership with the San Antonio College and University Career Center Association (SACUCCA). The SACUCCA is a cooperative network of Career Services professionals representing 13 colleges and universities in the greater San Antonio area. As part of its mission, SACUCCA works to enhance career center services and employment opportunities for students and alumni, provide job search assistance, and promote cooperation among career services offices and employers. Its members represent over 108,000 Associate, Bachelor, and Master degree students and alumni from a broad range of academic disciplines including science, engineering and technology, humanities and social sciences, and business. Federal job announcements and scholarship/intern information are disseminated regularly to SACUCCA members. Similar activities take place at both MEDCOM installations (WRAMC and US Army Garrison [USAG], Fort Detrick). Employment opportunities for faculty members are also disseminated through SACUCCA members. Each year, SACUCCA sponsors a job fair. The main purpose of the Job Fair is to provide students and alumni from all member schools a forum where they can meet recruiters from business, industry, and

government from across the US to explore professional employment opportunities. MEDCOM EEO has previously teamed up with the DA Civilian Human Resource Agency in sponsoring a booth and disseminating employment information at this annual fair.

In addition, information on employment opportunities and scholarship/intern opportunities is provided to counselors or directors at the school districts in San Antonio that have large minority (Hispanics included) student populations. Students are invited to visit the military facility at Fort Sam Houston as part of orientation, mentor, job shadow programs, or "Bring your Daughter/Son to Work" Day.

Students from the Fort Sam Houston Independent School District are invited to participate in national ethnic observances sponsored by the Fort Sam Houston EO (military) and supported by the EEO (civilian) community. Their participation includes writing essays or developing programs/demonstrations with a theme appropriate to the observance.

The HQ MEDCOM has actively participated in the DoD/Department of Labor Workforce Recruitment Program (WRP) for College Students with Disabilities since 2003.

- The first allocation of DoD-funded spaces provided three students an opportunity to work at Headquarters MEDCOM during the summer 14-week program. Mr. Herbert Coley, the MEDCOM Chief of Staff, was among the supervisors at that time who offered a position in the Manpower Office for one student. The "good news story" was that two of the students remained employed at MEDCOM as contract employees at the end of their summer session and one of the two was later selected for a full-time GS-11, Management Analyst, position in the Manpower Office.
- Seven students worked within the MEDCOM in 2004 and one hired permanently as an Engineering Technician, GS-5 trainee to a GS-6/7. This individual has since completed her training, was placed in a full performance level position as a GS-7 employee, and has now transferred to another Army facility at Fort Belvoir, VA as a GS-9.
- Six students were part of the 2005 WRP at MEDCOM (five at the HQ and one at Fort Detrick). Most of the students returned to school to continue or complete their education.
- The 2006 program saw four students employed in MEDCOM: two at HQ MEDCOM, one at Fort Detrick, and one at the Dental Activity at Aberdeen Proving Ground, MD.
- During the 2007 WRP, HQ MEDCOM received three allocations; two of the students were Hispanic and represented two HSIs in the San Antonio area—University of the Incarnate Word and the University of Texas at San Antonio. There were three additional allocations to MEDCOM organizations during the summer 2007 program: two at Tripler Army Medical Center and one at Fort Detrick.

- The summer 2008 program provided eight students with an opportunity to work with Army/MEDCOM. Three students were placed at HQ MEDCOM; two at McAfee US Army Health Clinic (AHC), White Sands Missile Range, NM; one at William Beaumont Army Medical Center (WBAMC), Fort Bliss, TX; and one at Kimbrough Ambulatory Care Center, Fort Meade (KACC), MD. One student was placed in Korea, for the first time ever, through the efforts of the EEO Office at Eighth US Army. The student, an Industrial Engineering major, worked with the 18th MEDCOM (US Army Hospital).
- We experienced the largest number of WRP students placed in MEDCOM in 2009. Nine students worked at facilities throughout the Command: two at Kirk AHC, Aberdeen Proving Ground, MD; one at Dunham AHC, Carlisle Barracks, PA; one at McAfee AHC, White Sands, NM; one at WBAMC, El Paso, TX; one at KACC, Fort Meade, MD, and three at HQ MEDCOM, San Antonio, TX.
- A total of 13 or 38% of the 34 WRP allocations were filled with Hispanic students.
- Both of the students employed in permanent positions are Hispanics.
- Disabled veterans who qualify for the WRP apply through their colleges or universities for consideration and placement in the program. The MEDCOM has successfully employed at least one veteran during each WRP summer program from 2003 through 2006.

Walter Reed Army Medical Center:

The USAG Walter Reed EEO Office partners internally with the Civilian Personnel Advisory Center (CPAC) and Army Community Services to provide information to Hispanic organizations in the area such as League of United Latin American Citizens (LULAC), the National Hispanic Medical Association, and National Association of Hispanic Nurses. Through the use of various electronic means, and in conjunction with the CPAC, the USAG Walter Reed EEO Office provides vacancy announcements, seminar, and other employment information to the Hispanic community.

The CPAC and EEO staff members actively disseminate and market WRAMC and Department of Army at job fairs and share information on scholarships, tuition assistance programs, and training opportunities for Hispanic employees and other minority students or applicants.

Fort Detrick:

Fort Detrick EEO has established partnerships with four local colleges; Mt. St. Mary's University, Hood College, Frederick Community College, and Hagerstown Community College. We have established liaisons with each college to share employment opportunities as well as intern placements throughout organizations on the Fort Detrick post. We have established an EEO website within the Fort Detrick website that will provide information to colleges, faculty and students. This will be accessible to the public.

- **Promoting your agency/the Federal Government as “Employer of Choice.”**

The MEDCOM HEP Manager, Mr. Paul Boinay, remains attentive to the needs of the HEP and is actively engaged in community outreach programs.

The HEP Manager serves as the point of contact for MEDCOM on the following community outreach and Army initiatives:

a. National Science Center (NSC) Mobile Discovery Centers. The NSC is a partnership between the NSC, Inc. (a non-profit organization) in Augusta, Georgia and the US Army. The National Science Center takes science on the road with its Mobile Discovery Centers (MDC). Housed in 18-wheelers, the mobile centers travel across the country, presenting programs designed to show youth people that studying science and math is fun as well as essential to their future. The complete 50-minute program presented during van visits consists of hands-on, interactive science demonstrations – engaging students in the learning process. Up to six sessions can be scheduled each school day. The MDC is currently offered as a FREE Outreach Program provided by the National Science Center and the Army. The Centers serve as a catalyst that excite America's youth about science, technology, engineering, and mathematics. (<http://www.nscdiscovery.org/eo/outreachprograms/mobilediscovery.aspx>)

b. eCYBERMISSION is a free, web-based science, math, and technology competition for students in grades six through nine. The competition encourages the formation of a team consisting of 3-4 students and one team advisor and challenges them to pick a Mission Challenge that will solve a real problem in their community using science, math and technology. The team will research and conduct experiments to find a solution to the problem. The 2009-2010 competition encourages teams to choose from one of four Mission Challenges:

- Sports & Recreation
- 2009-2010 Scenario Challenge
- Environment
- Health & Safety

After local and regional competitions are conducted, a competition is held at a national level and winners recognized for their achievements.

(<https://www.ecybermission.com>)

c. March 2 Success is a free, no obligation tool that helps anyone improve their knowledge and test scores in the areas of Language Arts, Mathematics, and Science. It provides materials to help improve scores on standardized tests such as SAT, ACT, state exit exams, and ASVAB. Content include course material from middle and high school level lessons, SAT and ACT practice tests, and SAT/ACT preparation game and vocabulary and math flashcards. March 2 Success also has information to help students plan for post-high school options. Anyone, particularly educators and parents, can refer a student to March 2 Success to help maximize their learning potential. Valued at over \$800 per student, this **free** training tool is available to students through

the Army's Planning for Life (PFL) program. The League of United Latin American Citizens, a national Hispanic organization, is a partner organization with PFL. (<https://www.march2success.com>)

Walter Reed Army Medical Center:

Each of the recruitment activities supported or sponsored by the WRAMC has an aim toward promoting WRAMC, MEDCOM, and DA as an “employer of choice.”

With a focus on filling critical and hard-to-fill medical occupations while anticipating the effects of the BRAC, the EEO Office places particular emphasis on the opportunities available in the medical field and the state-of-the-art technology being used at WRAMC to provide quality medical service to Soldiers and other military members, their families, and retirees.

Fort Detrick:

The EEO Office partners with numerous educational institutions and community organizations to promote Federal employment to students and members of the community. Participation in College-sponsored diversity forums is just one way to provide visibility of Fort Detrick as an employer-of-choice.

Initiative Number 2 - Recruitment

- **Using student educational employment programs and internships (e.g., Student Career Experience Program, Student Temporary Employment Program, Federal Career Intern Program) to improve the pipeline of diverse candidates for entry-level positions.**

The student educational employment programs and internships have been used on a limited basis within MEDCOM; however, where they have been used, the results have proven successful.

The current Global War on Terrorism has encouraged numerous colleges and universities throughout the country to afford educational opportunities to military members, particularly Wounded Warriors. Two universities in San Antonio - Our Lady of the Lake University and St. Mary's University (both HSIs), are among the schools who have offered reduced tuition and scholarships to our Soldiers, service members, and their Family Members. These partnerships have promoted the Army as an employer of choice and, in particular, have provided visibility for career opportunities within the military and civilian workforce component of the Army. Two methods for entry are through student employment opportunities and internships. The Office of EEO Programs provides career program internship announcements to both of these universities.

Walter Reed Army Medical Center:

Hispanic representation at WRAMC experienced a modicum decrease – total WRAMC population in 2008 was 3,090 with 157 (5.1%) being Hispanic in comparison to a total WRAMC population of 3,008 in 2009 and 150 (5.0%) being Hispanics. This reflects a decrease of 0.1%. While the decrease is not significant, the majority of any new hires at WRAMC continues to be in the lower income bracket or pay plans (Wage Grades and National Security Personnel System [NSPS] Pay Schedules [Standard Career Group-YB, Scientific and Engineering Career Group-YE, and Medical Career Group-YI] with annual salaries typically ranging from \$15,000-\$38,000).

The EEO Office manages the annual Summer Student Program sponsored by the Washington, DC government.

WRAMC managers and supervisors have utilized the local Intern program, where possible.

Fort Detrick:

The student employment programs have not been utilized at Fort Detrick. Information has been incorporated into supervisory EEO training to familiarize managers and supervisors with each of the programs.

The Special Emphasis Program (SEP) managers and committee members have also received training on each of the student employment programs.

- **Use the Presidential Management Fellows (PMF) Program for recruiting and advancing graduate and professional school graduates, including Hispanics and other traditionally underrepresented community members.**

The Office of EEO Programs disseminates information each year as appropriate on the PMF to colleges and universities in the San Antonio and surrounding area. The Career Services Directors (SACUCCA members) at each of these institutions received an electronic message and reminder from the Office of EEO Programs for the FY10 PMF program. They were asked, in turn, to furnish information on the program to all Deans at the schools for submission of student applications to OPM, the proponent of the program, within the prescribed timelines. The EEO Office will also work with the MEDCOM Civilian Human Resources Division (CHRD) to identify an appropriate PMF Coordinator.

Students also received information about the PMF through their Career Services Directors. Information is provided on the application process and the possible employment opportunities that await students who meet the requirements set by OPM. The Office of EEO Programs has offered, in collaboration with the Alamo Federal Executive Board, to provide information on the referral, interview and selection process and provide speakers who have either participated in the program or have employed a PMF. Two PMF interns were previously employed by MEDCOM. One (minority [non-Hispanic]) completed his program successfully, was converted, placed, and remains employed with Army at the Fort Sam Houston CPAC. MEDCOM management officials have also been provided information on the PMF program and the procedure for participating in the program as an employer. There is one San Antonio university student from St. Mary's University on the PMF database.

Walter Reed Army Medical Center:

Efforts continue to promote and encourage the use of all student employment programs.

Walter Reed Army Institute of Research continues to coordinate with the servicing CPAC and collaborates with external resources (academia) to promote the PMF and encourage participation by eligible students.

Fort Detrick:

The PMF Program has not been utilized at Fort Detrick. Information will be shared in the future with colleges and universities in the area and incorporated into supervisory EEO training to familiarize managers and supervisors with the program. The SEP managers and committee members will also receive training on the PMF Program.

- **Participate in intern programs to recruit new talent directly (e.g., Hispanic Association of Colleges and Universities (HACU) National Internship Program (HNIP)).**

There has been no participation by MEDCOM in the HACU HNIP; however, the HACU Local Intern Program has been briefed. In addition, information on the program has been provided to the Director of Resource Management.

Other internships, post doctoral fellowships, and student practicum programs are used at many MEDCOM organizations. An example of such initiatives is the Clinical Psychology Program at BAMC. The Department of Behavioral Medicine is currently hosting seven interns. The students include both women and minorities (to include Hispanics) from schools such as the Chicago School of Professional Psychology, Argosy University – Washington, DC, Ponce DeLeon (Puerto Rico) University School of Medicine, Nova Southeast University (Fort Lauderdale, FL), Argosy University – Hawaii, and Fuller Theological Seminary (Pasadena, CA).

Initiative Number 3 – Career Development

- **Promoting participation of all employees in management, leadership and career development programs.**

The overall representation of Hispanics in the MEDCOM workforce is 6.9%--a decrease of .7% from the 7.6% representation in FY08. The majority of the MEDCOM workforce is employed in job series that are categorized as career fields or career programs. Hispanics are among that population.

A career field is a group of functionally related positions under a single agent for life cycle personnel management purposes. All positions within Army are in an identified career field. The Army Personnel Proponent System (AR 600-3) is the regulation covering career fields. Personnel proponents manage career fields. They take the lead in defining developmental needs, refining requirements in the field, and providing assistance to improve all aspects of the personnel management system. There are 46 civilian career fields, three of which are represented in MEDCOM. The same career field could include NSPS and General Schedule professional, administrative, technical and clerical positions, Non-Appropriated Fund positions and Wage Grade positions. The Army Medical Department career fields include:

Career Field 53 – Medical

Career Field 70 – Eyeglass Making and Medical Equipment Repair

Career Field 87 – Insect and Animal Work

A total of 22,651 MEDCOM employees are in the three career fields identified above. Hispanics occupy 1,682 (7.4%) career field positions – an increase of 180 employees but decrease of .2% from the total percentage of 7.6% in FY08.

The Army has established civilian career programs within some of the career fields. Specifically, there are 5,049 MEDCOM employees in career programs. A total of 324 Hispanics (6.4%) are represented among this group of careerists—an increase of 9 personnel from FY08 but a decrease .4% in their percentage from the 6.8% in FY08. A career program is comprised of occupational series grouped together on the basis of population, occupational structure, grade range, and commonality of job and qualification characteristics. Career programs were established to ensure there is an adequate base of qualified and trained professional, technical, and administrative personnel to meet Army's current and future needs. The system does this through effective career program leadership, identified progression levels, recruitment, and career development.

Note: The representation of the MEDCOM workforce is captured using data in the Defense Civilian Personnel Data System. Employees and applicants have the opportunity to self-identify their race/national origin group in a single selection or two plus (2+) races/national origins. In cases where 2+ are selected (e.g. Hispanic/Asian),

the Primary Identifier (the first in the series of selections) has been used to calculate workforce representation.

The career programs represented in MEDCOM are as follows:

Civilian Personnel Administration	Intelligence
Comptroller	Public Affairs
Safety and Occupational Health	Transportation
Supply Management	Manpower & Force Management
Contracting & Acquisition	Housing Management
Engineers & Scientists	Equal Employment Opportunity
Materiel Maintenance Management	Education Services
Engineers & Scientists	Training
Military Personnel	Information Management
Physical Security & Law Enforcement	

Career Program/Field Managers in MEDCOM regularly provide information to careerists on career development programs. Among the many career development programs available are the:

- a. Army War College - a 10-12 month resident program that prepares selected military officers and civilians for leadership responsibilities in a strategic security environment during peacetime and wartime.
- b. Defense Leadership and Management Program (DLAMP) - a 2-5 year systematic program of "joint" civilian leader training, education, and development within and across the DoD. It provides the framework for developing civilians with a DoD-wide capability, substantive knowledge of the national security mission, and strong leadership and management skills, thereby strengthening their potential to serve in key positions throughout DoD.

There are also many career program-specific development programs available to careerists.

There are two MEDCOM-unique career development programs currently available to civilian employees:

- The first is the Civilian Army-Baylor University Graduate Program in Health and Business Administration. The program provides participants with a Masters Degree in Health and Business Administration upon graduation from the program. The basic qualifications for acceptance are:
 - a. Current Federal Service employment with the MEDCOM. Target group are journeyman-level GS 11-12. Waivers will be granted to highly-qualified GS-9s.
 - b. Baccalaureate degree from an accredited college or university.

- c. Composite Verbal and Quantitative Graduate Record Examination (GRE) score of 1050 or a score of 525 on the Graduate Management Admission Test (GMAT) within the past five years.
- d. Cumulative 2.9 undergraduate grade point average (GPA) on a 4.0 scale or a GPA of 3.0 on a 4.0 scale based on the last 60 hours of undergraduate work.
- e. Candidates must have less than 15 years of federal service.
- f. These minimum requirements will not be waived.
- g. Applications that do not meet the minimum requirements will not be considered.

The following is a summary of program applicants/participants:

- A total of six individuals applied in FY07 for this program with two selected. These program participants graduated in 2009.
 - The applicants in FY08 totaled five with two selected. They are now in their residency year.
 - During FY09, there were four applicants with two selected. Both started their class in June 2009.
 - Of the selectees, five are women and one is a member of a minority group (Asian).
- The second is the Army-Fayetteville State University Master of Social Work Program.

The Department of Social Work at the US Army Medical Department Center and School (AMEDD C&S) received a US Army four-year contract for the Master of Social Work (MSW) Program at Fayetteville State University (FSU) (an HBCU) to establish an off-campus MSW Program. This contract is the direct result of a request by LTG Eric B. Schoomaker to establish a MSW Program that is accredited by the Council on Social Work Education (CSWE). LTG Schoomaker is the Army Surgeon General and the MEDCOM Commander.

On June 23, 2008, eighteen Army officers were inaugurated into the Fayetteville State University MSW Program. The program is intended to address the dearth of social work officers in the current active duty Army inventory. One of the major objectives of the MSW Program is to integrate throughout the social work curriculum the culture and core values of soldiers and military families. These characteristics distinguish this program from other MSW Programs in the country. All personnel interested in the off-campus FSU MSW Program, must meet the admission requirements of Fayetteville State University and Army Long-term Health Education and Training.

Notably, in July 2009, the MSW program was open to DA civilians. Two selectees will began their studies in October 2009. With Social Workers categorized as a hard-to-fill occupation in MEDCOM, this opportunity it important and timely. The next opportunity for civilian personnel to apply for the next course will be in February 2010. Five slots are currently expected to be allocated to civilian personnel selected

for the program. Information on the program and the application process are disseminated through a memorandum signed by the MEDCOM Chief of Staff.

Training opportunities are also available to all employees through a variety of sources to include training programs and conferences sponsored by national minority and women's organizations. Hispanic organizations hosting such programs include: Image, Inc., LULAC, and the National Association of Hispanic Federal Executives. The local Alamo Federal Executive Board and the San Antonio Area Councils of SEP Managers also host a ***Partnership in Education*** conference each year open to all Federal sector employees. Several employees from MEDCOM organizations at Fort Sam Houston attended the 2009 event to include the MEDCOM EEO Assistant.

Walter Reed Army Medical Center:

Promoting participation of all employees in management, leadership and career development programs remains a joint initiative between the WRAMC CPAC and USAG Walter Reed EEO. There are approximately 22 career fields and programs represented at Walter Reed. The EEO Office is engaged in gathering more information regarding career development programs for the current workforce and for minorities. This will remain an on-going initiative with quarterly follow up.

WRAMC and USAG Walter Reed EEO are in the process of establishing a BRAC transition plan that includes mentoring, cross training, and career development; all of which will help in developing strategies for Hispanics and all other minorities to become more competitive for upper level positions.

All initiatives at WRAMC that involve partnerships with local schools, students, parents and professional organizations are designed to help Hispanic students remove potential barriers that may hinder them from completing school or continuing their education.

Fort Detrick:

The Fort Detrick EEO Office sponsored its 3rd Annual EEO Conference in March 2009 where we had 26 local organizations provide information to all SEP Managers on services for minorities and women (to include Hispanics). We are partnering with many of these organizations to assist Hispanic employees with career planning and development.

Fort Detrick also participated in a community-wide Latino Festival in September, 2009 and partnered with the Frederick Community College in providing employment information to the local Hispanic community.

The established Fort Detrick Mentoring Program will provide Hispanic employees with Career Development opportunities.

- **Develop mentoring programs to motivate young people to pursue higher education and careers with the Federal Government.**

Community Mentor Programs are in place at numerous installations where MEDCOM organizations are located as tenants. They support President Obama's initiatives on mentoring that challenge adults to get involved with schools and furthering their education. Many MEDCOM Soldiers, government employees, family members, retirees, and civilians volunteer to serve as mentors on a one-on-one basis to students who (1) are interested in the STEM areas, (2) express an interest in medical careers and Federal employment, or (3) find themselves in academic and social at-risk situations. Many of these programs target school districts that have high minority student populations (to include Hispanics).

Walter Reed Army Medical Center:

All initiatives at WRAMC that involve partnerships with the schools, students, parents and professional organizations are designed to help students and remove potential barriers that may hinder Hispanic students from completing school or continuing their education.

Personnel from the Walter Reed Army Institute of Research serve as mentors at elementary, middle, and high schools. They expend their interest and energy in promoting careers in the STEM areas.

Fort Detrick:

Managers and Supervisors at Fort Detrick (to include the EEO Officer) have been trained by a Statewide Program called "Achievement Counts" where we address the classroom of 9th grade students at multiple schools throughout Maryland and discuss career opportunities and the importance of higher education. This program was established by the Maryland Business Community and Fort Detrick is playing an active role in this effort. Approximately 25 schools within the Fort Detrick commuting area have been addressed through this program

Initiative Number 4 – Accountability

- **Accountability includes direct involvement by senior executives and managers in all phases of recruiting, establishing processes for recruiting and retaining a high-quality workforce drawn from the diversity of this nation, and linking outreach and other efforts to the performance of managers and supervisors.**

Mr. Herbert A. Coley, the MEDCOM Chief of Staff, champions initiatives that involve recruiting and retaining a high-quality workforce. These initiatives have the support of Lieutenant General (LTG) Eric Schoomaker, the MEDCOM Commander and The Surgeon General (TSG) of the Army.

In FY08, the Civilian Advisory Board (CAB) was joined with the MEDCOM NSPS Executive Board (MEDNEB) and renamed the MEDNEB-CAB. The function of the MEDNEB-CAB is to provide a forum for addressing civilian human resources' requirements, issues and priorities for all projects and initiatives that affect the life cycle management of civilians assigned to the Office of the Surgeon General (OTSG) and MEDCOM as follows:

- Serve as a policy and decision-making body for OTSG/MEDCOM and subordinate organizations on controversial and precedent setting issues. Areas of discussion and decision include strategic planning, program management, training, communication and outreach, evaluation, automation, and labor relations. Policy decisions include the functional areas of staffing, pay and classification, performance management, management employee relations, incentive awards, duty hours, and others relevant to the recruitment and retention, management and administration of civilian human resources;
- Recommend official actions to the MEDCOM Commander; and
- Establish or promote consistency and equity in performance recognition, awards, reassignments, promotions, and other personnel policies and practices throughout OTSG and MEDCOM.

The EEO Director remains a non-voting and advisory member of the MEDNEB-CAB.

Attention continues to be given to ensuring that performance objectives are designed to hold managers and supervisors accountable for EEO objectives. As previously reported, the supervisory NSPS objective for all supervisors in Army (to include MEDCOM) ensures accountability for EEO.

The Office of EEO Programs monitors the MEDCOM workforce demographics at various times during the year. We should note that in determining any under-representation of women and minorities (to include Hispanics) it is important to ensure that the vast majority of medical occupations in MEDCOM must be compared with appropriate Civilian Labor Force (CLF) statistics.

The following documents the Hispanic representation in some of the critical and hard-to-fill medical specialties:

Specialty	Total	Hispanic Total/Percent	CLF
Nurses	5,727	350 (6.1%)	3.3%
Physicians/Surgeons	1,174	48 (4.1%)	5.1%
Social Work	786	32 (4.1%)	8.5%
Pharmacists	606	27 (4.5%)	3.2%
Psychologists	493	16 (3.3%)	3.9%

MEDCOM Organizations:

The IMCOM Installation Status Report (ISR) instructs servicing EEO offices to provide accurate, timely and consistent EEO advisory services twice annually to serviced commanders and/or directors. Information should include EEO program assessments, workforce analysis, and/or briefings.

The MEDCOM Office of EEO Programs is responsible for keeping commanders of MEDCOM Major Subordinate Commands (MSC) informed of EEO workforce demographics, complaint activity, and data on awards and separations.

In response to the information above, commanders, managers, supervisors, and Human Resource personnel at many MEDCOM medical treatment facilities, dental activities, and veterinary services have been involved in a variety of recruitment initiatives.

- Participation at Job/Career/and Science Fairs
- Partnerships with colleges and universities, including HBCUs, HSIs, TCUs, and MIs
- Support for the *Army Wounded Warrior (AW2) Program*
- Support for the US Army Materiel Command (AMC) *Always a Soldier Program*
- Support for the US Army Training and Doctrine Command (TRADOC) *Civilian Army Recruitment of Exceptional Soldiers (CARES) Program*
- Intern and Fellows Programs
- Student Employment Programs
- Student Loan Repayment Programs (Nurses)

Walter Reed Army Medical Center:

The EEO Office continues to partner with the servicing CPAC, management officials, and external national and local minority organizations to expand outreach and identify other external hiring resources that may assist in increasing the diversity of the serviced workforce. Efforts are underway to gather information on the problems or barriers that hinder Hispanics from applying for jobs at WRAMC.

- **Ensuring that agency managers and supervisors receive periodic diversity training to carry out their responsibilities.**

MEDCOM managers and supervisors received diversity training through a variety of forums. The following information, however, provides an overview of MEDCOM and its diversity as an agency that is essential to understanding its structure.

Agency Vision:

America's Premier Medical Team Saving Lives and Fostering Healthy and Resilient People. Army Medicine...Army Strong!

Agency Mission:

- Promote, Sustain, and Enhance Soldier Health
- Train, Develop, and Equip a Medical Force that Supports Full Spectrum Operations
- Deliver Leading Edge Health Services to Our Warriors and Military Family To Optimize Outcomes

Strategic Themes:

- Maximize Value in Health Services
- Provide Global Operational Forces
- Build the Team
- Balance Innovation with Standardization
- Optimize Communication and Knowledge Management

Organization Leadership:

- LTG Eric B. Schoomaker is TSG of the Army and is dual-hatted as the MEDCOM Commander.
- As TSG, he serves as the medical expert on the Army staff and provides advice to the Secretary of the Army and senior Army leaders.
- As MEDCOM Commander, he provides direction and planning for subordinate commands, agencies and fixed hospitals of the Army Medical Department.
- The "OneStaff" concept blends the staffs at OTSG and Headquarters MEDCOM into a single staff to support OTSG/MEDCOM missions.

MEDCOM Installations:

The MEDCOM has command and control of two Army installations—Fort Detrick, located in Frederick, MD, and WRAMC in Washington, DC.

USAG Fort Detrick hosts 30 tenants from DoD, Agriculture, Justice, Treasury, and Health and Human Services and has responsibility for elements located at the Forest Glen, MD area. US Army Medical Research and Materiel Command has its headquarters and several research and logistics units at Fort Detrick, Maryland and a major facility, Walter Reed Army Institute of Research, at Forest Glen.

In addition to WRAMC, the Walter Reed installation in Washington, DC, is home to the North Atlantic Regional Medical Command, AFIP, and the DoD Deployment Health Clinical Center, to name only a few of the distinguished organizations located on the installation.

While not under Medical Command control, Fort Sam Houston, TX, is known as "the home of Army Medicine." It houses MEDCOM headquarters, the Army Medical Department Center and School, the Great Plains Regional Medical Command, BAMC, US Army Medical Information Technology Center, and the US Army Institute of Surgical Research, among other tenants.

Equal Employment Opportunity (EEO) Program:

The MEDCOM Office of EEO Programs' support of the MEDCOM mission includes:

- Providing guidance and assistance in the development of a diverse MEDCOM workforce that includes representation of women and minority groups, e.g. monitor workforce profile, identify applicant pools and resources, conduct timely staff assistance visits (SAVs);
- Assisting MEDCOM commanders, managers and supervisors in assuring a workforce environment for all MEDCOM personnel free of any unlawful discrimination based on race, color, religion, sex, national origin, age, physical or mental disability or reprisal for engaging in EEO protected activity, e.g. reduce EEO complaint processing time, train managers and employees; and
- Identifying and helping to eliminate barriers to the employment of qualified individuals with disabilities or accessibility to entitled services or programs at MEDCOM facilities, e.g. ensure access to services or programs, monitor IT accessibility.

These activities are aligned with the Army Medicine Balanced Scorecard, Objective 17.0 Improve Recruiting and Retention of Army Medical Department Personnel.

The EEO Program is designed to ensure equal opportunity in all aspects of employment for approximately 39,500 appropriated fund and non-appropriated fund MEDCOM civilian employees working at Army activities throughout the Continental United States (CONUS), Alaska, Hawaii, Europe, Korea, and Japan. The civilian workforce works alongside and supports the uniformed service members of the MEDCOM and performs the same or similar functions in most non-combat areas.

With the significant geographic dispersal of other MEDCOM facilities and activities

(medical, dental, and veterinary), the greatest part of the operational aspect of the command's EEO Program continues to be conducted through EEO offices belonging to IMCOM or other major Army commands (ACOM). Servicing responsibilities are outlined in Common Levels of Support or Memorandums of Understanding for intra-service assistance at installations located throughout CONUS and outside of CONUS.

EEO training for supervisors and managers is a major responsibility of the servicing EEO Office. The Office of EEO Programs conducts regular Staff Assistance Visits (SAVs) to MEDCOM organizations. As part of the SAV, contact is made with each servicing EEO Office to ensure (1) the development of a viable EEO program and (2) their EEO support to MEDCOM commanders, managers, supervisors, and employees.

Servicing EEO Offices report that training on a variety of EEO-related topics, including diversity training, is provided on a regular basis to MEDCOM managers, supervisors, and employees through various forums.

- EEO Training for Supervisors and Managers
- Basic Supervisory Development Course
- New Employee Orientations
- Prevention of Sexual Harassment Training
- Birth Month Annual Requirement Training

Supervisors also have available to them a variety of training in managerial, communication, and interpersonal skills for supervising a diverse workforce. The Civilian Education System (CES) is designed to provide enhanced leader development and education opportunities for Army civilians. The courses listed below and others are incorporated into CES and are provided to civilian employees at various levels of their careers. The courses include the Basic Supervisory Development Course (Foundation), Leadership Education and Development Course (Basic), and senior leadership courses such as the Organizational Leadership for Executives course (Intermediate), Personnel Management for Executives I and II, and the Sustaining Base Leadership and Management Program (Advanced).

It should be noted that there are a variety of on-going and forthcoming actions (realignment and closures) related to the BRAC that present challenges to building or maintaining a diverse workforce in MEDCOM.

Walter Reed Army Medical Center:

Overall, WRAMC continually strives to create internal and external recruitment resources to reach, attract, and retain a qualified diverse workforce. With the establishment of the Walter Reed National Medical Center on the campus of the Bethesda Naval Medical Center in Bethesda, Maryland, WRAMC will close in 2011. Consequently, WRAMC recruitment efforts remain a challenge.

Nonetheless, training for supervisors and managers continues through formal classroom programs and video conferencing programs. The subject of diversity is a regular topic addressed throughout the year in each of these training forums.

Other Outreach Initiatives

- In May 2008, MEDCOM stood up a Civilian Retention and Recruitment Branch at the HQ MEDCOM within the Civilian Human Resources Division (CHRD), Assistant Chief of Staff for Human Resources. The civilian recruiting team has developed, revised, and executed plans to initiate and maintain a highly visible recruitment program to attract qualified applicants and refer them for hard-to-fill medical occupations. The team continually identifies recruiting sources by examining current needs; locating and evaluating sources; matching job qualifications and requirements with likely candidate sources. The team continues to build credibility and relationships with senior leadership to help meet Army civilian medical staffing requirements. The candidate pool is continually updated by developing knowledge, skill, and screening questions for positions; preparing research strategies; researching, targeting, and cold-calling potential candidates. The team actively participates in job fairs, medical conventions, seminars as well as develops outreach and marketing strategies to reach our hard-to-fill civilian positions through both print and electronic media. Additionally, the team works closely with the Civilian Human Resources Agency (CHRA) Medical Recruitment Cell (MEDCELL) in Rock Island, IL to create a resume pool of qualified applicants. The MEDCELL provides external recruitment for medical positions, focusing on the 25 medical occupations authorized under Direct Hire Authority (DHA). Additionally, they perform Delegated Examining Unit (DEU) Services for four occupations without DoD/OPM DHA. In identifying recruitment resources, the civilian recruiting team with the assistance of the MEDCOM EEO Office will include minority organizations and educational institutions (that include HBCUs, HSIs, TCUs and MIs) that have degree programs related to hard-to-fill medical occupations.
- The MEDCOM CHRD is continuing its efforts to produce a video to market MEDCOM as an "Employer of Choice" highlighting civilian employment opportunities available throughout the Command. Emphasis will be placed on critical hard-to-fill occupations as well as positions in other occupational groups. The diversity of the Command will be incorporated into the video by using women and minorities from all race/national origin groups represented in the MEDCOM civilian workforce.
- An agenda item for the MEDNEB-CAB on the State of the EEO Program will be proposed for the 2nd Quarter FY10. This report will be based on the annual MD 715 Report and will incorporate information on any under-representation of Hispanics.
- The Office of EEO Programs serves as the proponent for a wide variety of civilian awards and recognition programs sponsored by the Secretary of the Army (SecArmy) and national women and minority organizations. Announcements for submitting nominations are forwarded to all MEDCOM MSCs. A FY09 calendar of EEO/Equal Opportunity (military) Awards and Recognition Programs was distributed to all MEDCOM MSCs. MEDCOM nominees (military and/or civilian) were submitted for such awards as the Society of American Indian Government

Employees (SAIGE) Meritorious Service Award; Image, Inc. Meritorious Service Award; and the Roy Wilkins Renowned Service Award.

Walter Reed Army Medical Center:

- Continue to inform employees, management, and unions of diversity and outreach events.
- Continue to act as a conduit to create and maintain a positive workforce environment. Ensure that departments being impacted by various actions or studies affecting their civilian workforce are included in career and training initiatives.
- Continue efforts to partner with the University of the District of Columbia and secure resources to launch a training initiative to address the barrier of English proficiency on the employment, career development, and training of Hispanics.

Fort Detrick:

- Trained and certified bilingual mediators and counselors to ensure their availability to the diverse workforce serviced by the Fort Detrick EEO Office
- Outreach to Hispanic Serving Organizations throughout Frederick Community
- Participation in College Sponsored Diversity Forums
- Participated in Frederick Community College Latino Festival for recruitment opportunities.
- Provided translation services for Fort Detrick managers and supervisors when required.
- Provided training to Fort Detrick tenants regarding the Hispanic culture.