

# HQ, IMCOM-Europe Region Advisory



## “News You Can Use”

*Dr. Martin Luther King, Jr. — “A Day on Not A Day Off”*

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*"Great minds  
discuss ideas;  
average minds  
discuss events;  
small minds  
discuss people"*

By Eleanor  
Roosevelt

During his lifetime, Dr. King encouraged all citizens to pursue the purpose and potential of America. He strived to realize the dream of equality and a nation that affords freedom and justice for all. Dr. King has been dead longer than he lived. He was born in 1929, and would have been 86 years old this year. Dr. King was a Baptist minister, humanitarian and activist. He is best known for his pivotal role in the advancement of civil rights in America. Dr. King led an extraordinary life...at 33, he was pressing the case of civil rights with President John Kennedy. At 34, he galvanized the nation with his “I have a Dream” speech. At 35, he won the Nobel Peace Prize. At 39, he was assassinated, but he left a legacy of hope and inspiration that continues today. It is testament to Dr. King’s life that almost every city and town has something named after him. He spoke of equality and sharing the wealth of the nation. Something we now call diversity and inclusion. The Civil Rights Act of 1964, signed by President Johnson was the hallmark of this man’s great life and love for all humanity. It was his objection to the war in Viet Nam that led many to see that he was not just a man worried about the people of the United States but as he said in his Nobel Peace Prize address, a man working for change and hope for all people. His letter from a Birmingham Jail was genius, written on the border of an old newspaper; it explained the Civil Rights Movement as a

movement whose time had come. He led thousands of Americans from all walks of life and races in peaceful demonstrations that broke the back of Jim Crowism in America. The fact that those participating in marches and demonstrations led by and or supported by Dr. King were examples of those fostered by Ghandi in India. The actions of the segregationist against the demonstrators was for once put into every home in America by the News Media. Soon the conscience of the nation was drawn to the plight of those who were peacefully demonstrating but being brutalized by the police and local government officials being broadcast nightly into every American home. Dr. King was assassinated on 4 April 1968 while supporting local Garbage Collectors in Memphis Tennessee. One shot rang out and a great man fell to his death. But this was not the death of the movement he started but rather the second start and galvanization of the American conscience. During the 1968 Presidential election former Governor George Wallace of Alabama, who made a historical stand in the door of the University of Alabama in support of segregation, publicly apologized for what he had done and declared that Dr. King’s death was a tragedy for the nation and the world. He lauded Dr. King for his steadfast but nonviolent demonstrations that led to so many people being protected by the laws of the land. In

1983, legislation was signed creating a federal holiday honoring the birthday of Reverent Dr. Martin Luther King Jr. Congress designated the Martin Luther King Jr. Federal Holiday in 1994 as a national day of service, and charged the Corporation for National and Community Service with leading this effort. Dr. King once said “Life’s most persistent and urgent question is: What are you doing for others?” The third Monday in January each year, Americans answer that question by coming together on the Martin Luther King Jr. Holiday to serve their neighbors and communities. The day represents an opportunity to start the year off right by making a positive impact in one’s community. It is a way to channel King’s life and teachings into community action. Dr. King encouraged all citizens to apply the principles of nonviolence to make this country a better place to live – popularizing the notion of “The Beloved Community.” In King’s “Beloved Community”, people and communities would be united by inclusion, shared prosperity, and peaceful conflict resolution. In the spirit of the Beloved Community, Dr. King’s day of service is an opportunity to live out his teachings. Volunteering remains a vibrant part of our nation’s fabric. It reaches across generations, enriching both our communities and those who serve.

### Dates to Remember!

**Martin Luther King's  
Birthday: 18 January**

**Black History Month:  
1-29 February**

**Women's History  
Month: 1-31 March**

Communication in the workplace can be either your best friend or your worst enemy. It will improve your overall workplace culture. Another positive is that good solid organizational communication eliminates barriers and resolve problems - while at the same time building stronger workplace relationships for increased productivity. There are many potential problems that can be caused by poor communication skills.

When you think of a "perfect leader," what comes to mind? You might picture someone who never lets his temper get out of control, no matter what problems he's facing. Or you might think of someone who has the complete trust of her staff, listens to her team, is easy to talk to, and always makes careful, informed decisions. These are qualities of someone with a high degree of emotional intelligence. In this article, we'll look at why emotional intelligence is so important for leaders – and how you, as a leader, can improve yours.

What Is Emotional Intelligence?

Emotional intelligence (EI) is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people.

For leaders, having emotional intelligence is essential for success. After all, who is more likely to succeed – a leader who shouts at his team when he's under stress, or a leader who stay in control, and calmly as-

## *Effective Communication?*

Increased amount of employee turnover, high amounts of call outs, poor customer service skills, diminished productivity and the lack of focus. These are just to name a few. So why does poor communication in the workplace cause these issues? Some surveys and discussions have acknowledged that lack of information is a cause. In others words not keeping people in the loop. Some have said they don't feel

important in the eyes of their employers. While others have stated not enough face-to-face interactions. Another good reason is lack of email etiquette. This is typically when an email is written strongly when it does not have to be.

In part, [www.employee-motivation-skills.com](http://www.employee-motivation-skills.com)

## *Emotional Intelligence (EI)*

sesses the situation?

According to Daniel Goleman, an American psychologist who helped to popularize EI, there are five main elements of emotional intelligence:

**Self-awareness.** If you're self-aware, you always know how you feel, and you know how your emotions and your actions can affect the people around you. Being self-aware when you're in a leadership position also means having a clear picture of your strengths and weaknesses, and it means behaving with humility.

**Self-regulation.** Leaders who regulate themselves effectively rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values. Self-regulation is all about staying in control.

**Motivation.** Self-motivated leaders work consistently toward their goals, and they have extremely high standards for the quality of their work.

**Empathy.** For leaders, having empathy is critical to managing a successful team or organization. Leaders with empathy have the ability to put them-

selves in someone else's situation. They help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it.

**Social skills.** Leaders who do well in the social skills element of emotional intelligence are great communicators. They're just as open to hearing bad news as good news, and they're expert at getting their team to support them and be excited about a new mission or project.

Leaders who have good social skills are also good at managing change and resolving conflicts diplomatically. They're rarely satisfied with leaving things as they are, but they don't sit back and make everyone else do the work: They set an example with their own behavior.

The more that you, as a leader, manage each of these areas, the higher your emotional intelligence. Take the time to work on self-awareness, self-regulation, motivation, empathy, and social skills. Working on these areas will help you excel in the future!

In part, [www.mindtools.com](http://www.mindtools.com)

## Disability Discrimination

The case of *Augustine S. v. Department of Homeland Security, Citizenship and Immigration Services*, EEOC No. 0720110018 (EEOC OFO 10/22/15).

A district adjudication officer for the U.S. Citizenship and Immigration Services alleged that the agency subjected him to discrimination based on disability (rheumatoid arthritis) when it denied his requests for reasonable accommodation, harassed him, and forced him to take disability retirement. The officer sought various accommodations and was basically ignored. The EEOC found that the agency failed to significantly reduce his typing requirement or assist him with the walking that was required of his position. When the agency attempted to provide light duty, there was no compliance. When the officer complained that the accommodation attempts were not sufficient, his complaints went unanswered. The EEOC said the most egregious event occurred after the agency subjected the officer to an independent medical examination but did not comply with the recommendations of its own physician. Ultimately, the officer's condition deteriorated so much that he could no longer work. The EEOC found that the agency was liable for its failure to accommodate, which resulted in a hostile work environment and led to the officer's inability to work.

The EEOC found that the officer was entitled to \$250,000 in nonpecuniary damages, given the emotional and physical distress he suffered as a result of a decade-long failure by the agency to engage in any meaningful interactive process or provide reason-

able accommodation for his disability.

The commission found an award of back pay was appropriate. The officer was forced off the job and had no choice but to apply for disability retirement because of the agency's failure to accommodate his disability. The EEOC found that the officer was not entitled to front pay because there was no evidence that he was physically capable of working. It awarded the officer \$83,125 in attorney's fees and \$250 in costs.

The EEOC rejected the agency's argument that the officer made a binding election to pursue the matter with the Merit Systems Protection Board. The officer initially elected to pursue through the EEO process matters that were within the EEOC's jurisdiction. The consequence of the agency's failure to accommodate was the officer's inability to work. Therefore, the EEOC had jurisdiction. The EEOC also found that the officer timely raised his claims once he became unable to work.

In part [eeoc.gov](http://eeoc.gov)





## *CAP's New Online Chat*

In July, CAP added a new online chat feature to their website. When active, this feature allows website visitors to chat instantaneously with CAP staff. When not active, users can send a message directly to CAP staff, who will respond via email. The chat icon is located in the upper right hand corner of the website, below the Request Solutions Cart and to the right of the "About CAP" tab. This icon appears on every page of the CAP's website. When the icon reads, "Get Help," the chat is inactive; when the icon reads, "Live Chat," the chat is active. Individuals who use screen readers can navigate to this tool by searching for links and choosing "Live Chat." The online chat is active Tuesdays and Thursdays from 9 AM to 2 PM EST. Use the online chat to communicate with CAP's staff for an improved customer service experience. All other methods of communication includes telephone, videophone, and email.

For more information, or to submit a request, visit CAP at [www.cap.mil](http://www.cap.mil) or call 703-614-8416.



## *USAG Ansbach EEO Training for FY 16*

### **Training Corner:**

The EEO Office provides training in Equal Employment Opportunity (EEO) and in the Prevention of Workplace Harassment. Additionally, interactive training targeting Supervisors and Managers are offered.

Every civilian employee must have EEO training each fiscal year. Every manager or supervisor of civilian employees must attend an EEO for Managers or Supervisors class each fiscal year and are to also attend specific EEO seminars such as Understanding Reasonable Accommodations.

### *Disability and Reasonable Accommodation Training :* *for Supervisors/Managers*

**Dates to be determined**

### *EEO Training dates:*

*15 April 2016, 22 July 2016 and 16 September*

*Location: All training will be conducted at the Von Steuben on Bismarck Kaserne in the large ball room.*

*"The only thing necessary for the triumph of evil, is for good men to do nothing"*