EEOC MANAGEMENT DIRECTIVE 715

U.S. ARMY

EQUITY AND INCLUSION AGENCY

FEDERAL AGENCY EEO PROGRAM STATUS REPORT

FY 2021

Department of the Army Management Directive 715
FY21 MD 715 Report and EEO Plan

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EEOC FORM 715-01		
(PART A – D)		
For period covering October 1, 2020, to September 30, 2021.		

PART A Department or Agency Identifying Information	**1. Agency**		**DOD Department of Army**	
	2. Address		111 Army Pentagon	
	3. City, State, Zip Code		Washington, DC 20310	
	4. Agency Code	**5. FIPS Code**	AR00	8840

PART B Total Employment	1. Enter total number of permanent work force	220,887
	2. Enter total number of temporary work force	2,397
	3. Enter total number employees paid from non-appropriated funds	20,916
	TOTAL Workforce [add lines]	**244,200**

PART C.1 Head of Agency and Head of Agency Designee	**Agency Leadership**	**Name & Title**
	1. Head of Agency	Hon. Christine Wormuth
	2. Head of Agency Designee	Mr. Anselm A. Beach

	EEO Program Staff	**Name, Title, Series, Pay Plan and Grade**
PART C.2 Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Principal EEO Director/Official	Mr. Anselm A. Beach
	2. Affirmative Employment Program Manager	Ms. Seema E. Salter
	3. Complaint Processing Program Manager	Mr. Spurgeon A. Moore
	4. Disability Program Manager	Ms. Rosemary Salak
	5. MD 715/EEO Program Manager	Ms. Yvonne Murray
	6. EEO Program Manager	Mr. Daniel O'Hannon
	7. EEO Program Manager	Ms. Angela Love

For period covering October 1, 2020, to September 30, 2021.

PART D List of Subordinate Components Covered in This Report	**Subordinate Component and Location (City/State)**	**Agency and FIPS Codes**
	US Army Forces Command (FORSCOM), Fort Bragg, NC	ARFC
	US Army Training &Doctrine Command (TRADOC), Fort Eustis, VA	ARTC
	US Army Material Command (AMC), Huntsville, AL	ARX1
	US Army Futures Command (AFC), Austin, TX	ARAF
	US Army Pacific (USARPAC), Honolulu, HI	ARP1
	US Army Europe (USAREUR), Wiesbaden, GE (Germany)	ARE1
	US Army Central Command (ARCENT), Shaw Air Force Base, SC	AR3A
	US Army North (USARNORTH), San Antonio, TX	AR5A
	US Army South (USARSOUTH), San Antonio, TX	AR5A
	US Army Africa/Southern European Task Force (USARAF), Vicenza, IT	ARA1
	US Army Special Operations Command (USASOC), Fort Bragg, NC	ARSP
	US Army Space & Missile Defense Command/US Army Forces Strategic Command (SMDC), Huntsville, AL	ARSC
	US Army Cyber Command (ARCYBER), Fort Belvoir, VA	AR2A
	US Army Medical Command (MEDCOM), San Antonio, TX	ARMC
	US Army Intelligence & Security Command (INSCOM), Fort Belvoir, VA	ARAS
	US Army Criminal Investigation Command (USACIDC), Quantico, VA	ARCB
	US Army Corps of Engineer (USACE), Washington, DC	ARCE
	US Army Military District of Washington, (USAMDW), Fort McNair, DC	ARMW
	US Army Test & Evaluation Command (ATEC), Aberdeen, MD	ARAT
	US Army Human Resources Command (HRC), Fort Knox, KY	ARCH
	US Military Academy, West Point, NY	ARMA
	US Army Acquisition Support Center, Fort Belvoir, VA	ARAE
	Arlington National Cemetery, Arlington, VA	ARAN

	US Army War College, Carlisle, PA		ARTW
	US Army Financial Management Command, Indianapolis, IN		ARFB
PART D.2 Mandatory and Optional Documents for this Report	**Did the agency submit the following documents**	**Required**	**Uploaded**
	Anti-Harassment Policy and Procedures	**Yes**	**Yes**
	Organization Chart	**Yes**	**Yes**
	Reasonable Accommodation Procedure	**Yes**	**Yes**
	EEO Policy	**Yes**	**Yes**
	Anti-harassment Policy	**Yes**	**Yes**
	Personal Assistance Services Procedures	**Yes**	**Yes**
	Alternative Dispute Resolution Procedures	**Yes**	**Yes**
	Disabled Veterans Affirmative Action Plan	**Yes**	**Yes**
	FEORP	**Yes**	**Yes**
	Agency Strategic Plan	**Yes**	**Yes**
	EEO Strategic Plan	**Yes**	**Yes**
	Human Capital Strategic Plan/Civilian Implementation Plan	**Yes**	**Yes**
	Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	**Yes**	**Yes**
	Diversity Policy Statement	**Yes**	**Yes**

715 - PART E
EXECUTIVE
SUMMARY

<u>**Organization and Mission:**</u>
The Department of the Army (DA) is a component of the Department of Defense (DoD). DA Civilian employees work across the institutional Army and around the world to provide mission-essential support to Soldiers. Over 500 unique job series in technical, medical, engineering, science, logistics, finance, and administrative disciplines are occupied by civilians assisting Soldiers in non-combat positions, in a wide variety of positions, grades, and pay plans around the world. Our mission is to deploy, fight and win our nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of global conflict as part of the Joint Force. The Army mission is vital to the Nation because we are the service capable of defeating enemy ground forces and indefinitely seizing and controlling what an adversary prizes most – its land, its resources, and its population. DA's vision and strategy can be found on the Army website: https://www.army.mil/about/. DA's structure can be found on the Army website: https://www.army.mil/organization/.

<u>**Army's Principal EEO Official**</u>
In compliance with the FY21 National Defense Authorization Act (NDAA) Section 913, the Department of Army's EEO Director became dual-hatted as the Senior Advisor to the Secretary of the Army for Diversity and Inclusion and Deputy Assistant Secretary of the Army (Equity and Inclusion Agency) for all matters concerning both military and civilians. The Senior Advisor reports directly to the Secretary of the Army. The DASA-EI has full coordinating authority over all Army resources and is responsible for the management, direction and execution of Diversity, Equity, Inclusion and Accessibility, Policy and Programs, as well as Equal Employment Opportunity, Equal Opportunity, and Compliance, Complaints and Adjudication functions. The DASA-EI represents the Secretary of the Army in matters of Diversity and Inclusion with Congress, Federal Agencies, national Associations, and Affinity and Community Groups that share mutually beneficial interest and commitment to inclusion.

<u>**Army Commands, Army Service Component Commands, and Direct Reporting Units:**</u>
The Army structure provides three levels of support to the Headquarters (HQ) as follows: Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU). EEO Policy and Program management Offices are located within each Command. Full service operational EEO Offices are located on installations.

Database Information:

The Equal Employment Opportunity Commission (EEOC) requires Army to work with the Department of Defense (DOD) to obtain and utilize data from the Advana Data System. During the drafting process, the Army discovered that DOD's Advana system lacks necessary data collection/maturity required to support a thorough analysis. Presently the Army's System (MD 715 Reporter) has the capability to separate data into workforce categories and formats required for analysis and reporting purposes to EEOC. Due to the inability to collect the data needed from Advana, Army also utilized the MD 715 Reporter, which is a one-of-a-kind system developed by Army, utilized as the vehicle to extract data from Appropriated Fund (AF), and (Non-Appropriated Fund) queries to aggregate data into required workforce data tables.

The data contained in this report was extracted from the Defense Civilian Personnel Database System (DCPDS) and the iComplaints Tracking System. The Data reflects all permanent and temporary Appropriated Fund (AF) employees as well as all Non-Appropriated Fund (NAF) employees. It is important to note that although Army is now using the Business Objects/Business/Business Intelligence (BOBI), the NAF data continues to be severely skewed as the DA standardized queries are set to extract Race and National Origin (RNO) data instead of Ethnicity and Race Indicator (ERI) data. The NAF data is not entered by RNO; this causes the Race and National Origin to default to Two, or More Races, giving a false perception.

This report covers all civilian employees except foreign local national employees. The National Civilian Labor Force (NCLF) statistics and Federal Information Processing Standards (FIPS) code are used to compare the Army workforce to national workforce demographics. This report utilizes the 2010 Census data for additional comparisons since 2020 Census data is not yet available. The AF3 and AF4 queries were not compatible when the first upgrades to the MD 715 Reporter occurred, therefore information concerning applicant pool data was not accessible. The Army is working with contractors to rectify this issue. Significant updates were made to the MD 715 Reporter in 2021, these updates are still pending and will be integrated in future MD 715 Reports.

Limitations:

Race, ethnicity, and disability information contained within DCPDS is obtained through employee self-identification submissions. Employee perceptions for self-identification on race and ethnicity may not coincide with the standard categories prescribed by EEOC, the U.S. Census Bureau, or the Office of Personnel Management (OPM).

Summary Analysis of the Workforce:

The Civilian workforce is typically divided into two primary categories - Appropriated fund (AF) and Non-Appropriated fund (NAF) employees. AF employees are further divided into: U.S. Direct Hire (USDH) serving in a Military Function (which includes U.S. Army Reserve Technicians), National Guard Military Technicians, Foreign National (FN) Direct Hires in a Military Function (paid for by the U.S.), FN Indirect Hires in a Military Function (paid for by host nations), and USDH serving in a Civil Function. NAF employees are those working in the morale, welfare, and recreation (MWR) areas. *For EEOC reporting purposes, this report will cover AF Permanent and NAF employees.*

As of 30 September 2021, the Department of the Army's total workforce population was 244,200, which included both the AF and NAF workforce. The workforce saw a net decrease from FY of (-8,920) personnel. The participation rate of the AF workforce was 220,887 a decrease of (-6.948). The participation rate of Temporary employees was 2,397, a decrease of (-531), and the participation rate of NAF employees stood at 20,916, a decrease of (-1,441) from FY20. The male participation rate increased by .36% while the female participation rate decreased by .36%. Males by (4,555), and females by (-4,365). The most significant participation rate declines were in the category of White Males at (-2,773), White Females at (-1,814), Black Females at (-1,775), and Black Males at (-1,284).

The Gender participation rates in the Army workforce were as follows: The Male participation rate was at 61.35%, up from 60.99% in FY 20, and the Female participation rate was at 38.64%, down from 39.00% in FY 20.

The participation rate of Women continues to be lower than expected when compared to the National Civilian Labor Force (NCLF) participation rate of 48.14%. When the participation rates are broken out by AF and NAF, the AF (comparable to White Collar positions) Female participation rate is much lower than expected at 35.85% as compared to the above-mentioned participation rate of the NCLF, and the NAF (comparable to Blue Collar positions) Female participation rate was at 69.03%, well above the NCLF. The participation rates for most marginalized groups are similiar, or above the NCLF except for Hispanic Males and Females, White Females, Asian Females and American Indian or Alaskan Native Females. The most populous pay plan for Army Civilians is the General Schedule (GS) which for this purpose includes the General Government (Positions under the Defense Civilian Intelligence System (GG) and Physicians and Dentists (GP) workforces.

Senior Executives:
In FY21, Senior Executive Service was the most populous pay plan among Senior Executives. This group's participation rate is **263, with 204 (77.56%) Males and 59 (22.43%) Females**. Of the 263 Senior Executives Services members, the participation rate of White Males and Females was 225. The participation rate of Hispanics was 8, the participation rate of Blacks was 17, the Asian participation rate was 1, the participation rate of Native Hawaiian or Other Pacific Islander was 2, the participation rate of American Indian or Alaskan Native was 1, and Two or More Races was 1.

Individuals with a Disability/Individuals with a Targeted Disability
In FY21 the overall participation rate of Individuals with a Disabilities (IWD) was at 11.72%, up from FY20 by .34%, but just shy of the 12% Federal goal. The participation rate of Individuals with a Targeted Disability (IWTD) was 3.23% up from the previous FY by .17% and exceeding the Federal goal by 1.23%. Army continues to have a slight yearly increase in both categories. Efforts are on-going to increase the Army participation rates of IWD and efforts are on-going to increase the Army participation rates of IWD and IWTD employees each year. In FY21 there was a total of 23,630, or (9.59%) of the workforce that did not identify a disability, and 192,181, or (78.69%) that do not have a disability. Each year the Army asks civilian employees to review and

update their disability status. In FY22, in addition to the widely distributed memorandum from leadership requesting the review and update, the Army will have the disability update notice printed on each civilian employee's leave and earning statement prior to the end of FY22. Further action plans are in Part J of this report.

Separations (A12 Data Table):

Separation	All	Males	Females	Hispanics	Whites	Black	Asian	NHOPI	AIAN	Two or More Races
Voluntary	7,818	3,605	4,213	563	4,820	1,775	283	62	102	213
Involuntary	3,163	1,810	1,353	268	2,263	393	99	20	27	93
Separations	10,981	5,415	5,566	831	7,083	2,168	382	82	129	306

Promotions:

In FY21, 1628 General Schedule employees, grades GS-5 through GS-15 were promoted. Of the promotions 1,206 (74.07%) were Men and 422 (25.92%) were Women, 176 Hispanics, 1,094 Whites, 261, Blacks, 37 Asians, 15 Native Hawaiian, or Other Pacific Islanders, 9 American Indian or Alaskan Natives and 36 Two or More Races were promoted. All marginalized groups were promoted at a rate less than the CLF.

Enterprise Civilian Talent Acquisition Programs (ECTAP) Number of New Hires:

- The Army Fellows Program hired and on boarded 666 new Fellows
- The Presidential Management Fellows (PMF) program hired and on boarded 1 new participant in the Army
- The new Student Intern Program on boarded 47 students

Career Field Breakdown:

- Human Capital/Resource Management (35 Army Fellows, 7 Interns)
- Installations (38 Army Fellows)
- Logistics (101 Army Fellows)
- Contracting (117 Army Fellows, 6 Interns)
- Science Engineering and Analysis (98 Army Fellows, 1 PMF, 11 Interns)
- Construction Engineering and Infrastructure (208 Army Fellows, 20 Interns)
- Security and Intelligence (14 Fellows)
- Professional Services (5 Army Fellows)
- Education and Information Services (13 Army Fellows)
- Digital Technology (35 Army Fellows, 2 Interns)
- Medical (1 Army Fellow, 1 Interns)

ECTAP (Army Fellows, Presidential Management Fellows):

SEX				VETS PREF		
Male	765	59%		Yes	232	18%
Female	525	41%		No	1058	82%
EDUCATION				AGE		
Bachelors or Higher	1194	93%		>20	0	0%
Less than Bachelors	96	7%		20-29	790	61%
				30-39	314	24%
				40-49	128	10%
				50-59	53	4%
RNO				60-69	5	0%
A - Amer Indian	20	2%			1290	38984
B - Asian	74	6%				
C - Black	157	12%		Avg Age		30.22
D - Hispanic	76	6%				
E - White	963	75%				

ECTAP (Student Interns)

SEX				VETS PREF		
Male	34	60%		Yes	2	4%
Female	23	40%		No	45	96%
EDUCATION				AGE		
Bachelors or Higher	1	2%		>20	3	6%
Less than Bachelors	46	98%		20-29	40	85%
				30-39	3	6%
				40-49	1	2%
				50-59	0	0%
RNO				60-69	0	0%
A - Amer Indian	0	0%				
B - Asian	1	1%				
C - Black	1	2%				
D - Hispanic	3	6%				
E - White	42	89%				

Disabled Veterans Affirmative Action Plan (DVAAP):

According to the reported Veterans status, Veterans represent 54.12% of the Army's permanent workforce, down from 54.69% in the previous year. Of the total number of Veterans, 44.97% are identified as Disabled Veterans, up from the previous year's 44.86%. Of the Disabled Veterans, a quarter (26%) are 30% or more compensable, up from FY20.

Department of the Army (DA) remains committed to hiring and providing access and opportunity for Veterans with disabilities using special hiring authorities and providing training and professional development opportunities to enhance their ability to compete for promotions.

EEOC Self-Assessment Dashboard:

Part G Elements	2020 %	2021 %	Difference
A. Demonstrated commitment from agency leadership	100%	100%	0%
B. Integration of EEO into the agency's strategic mission	79%	97%	18%
C. Management and program accountability	75%	89%	14%
D. Proactive prevention of unlawful discrimination	93%	93%	0%
E. Efficiency	85%	85%	0%
F. Responsiveness and legal compliance	75%	100%	25%

*Data results were extracted from the MD-715 Reporter

The EEOC Self-Assessment provides an efficient and effective means to determine whether Army's overall EEO program complies with MD-715 requirements. The six elements serve as the foundation of a Model EEO Program. The following section describes selected measures for each essential element with noted strengths and deficiencies. Needed corrective actions are identified and noted in the Part G Agency Checklist, which is broken down to measure each essential element and the Agency's progress in accomplishing the model program. For every "no" in the Part G, a Part H (plan of action) is developed to remedy the issues and attain the Essential Elements of a Model EEO Program for unmet measures. Part G Dashboard Summary Score for FY21 is 94% up from 84.5% in the previous year. The 9.5% increase is attributed to the realignment of Command EEO Programs as required by EEOC, the relocation of the Anti-Harassment Program, and EEO outreach and recruitment efforts. The data is a roll-up of all Army components' MD 715 Self-Assessments. The FY21 data has been compared to the FY20 baseline data.

Model EEO Program Summary:
Essential Elements A-F

Summary of results of self-assessment against MD-715 for each element –**summarize** form G "strengths" and "deficiencies" from Part H using bullets.

Essential Element A – Demonstrated Commitment from Agency Leadership: This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination free workplace.

Strengths:
- The Army Secretariats and HQ, Department of the Army staff principals will fully support the McCain Fellows and emerging Leader Fellows programs by centrally funding the Fellows. The Secretariats, Army staff principals, and Commands will place Fellows into permanent, full-time, and authorized positions upon completion of the fellowship, with full consideration to the purpose of these programs, which are to provide leadership development and the commencement of a career track toward senior leadership in the Department of Defense.

- The Army communicated its commitment to be a model employer for individuals with disabilities. As part of the Army People Strategy, the Civilian Implementation Plan includes an objective to raise awareness and use of hiring authorities that take disability into account. Awareness and use were assessed as low and recommendations for corrective action were developed. Approval of the recommendations is anticipated in FY22.

- Secretary of Defense Disability Awards were awarded to two DA civilians and one military member for their contributions to the mission.

- In 2021 in accordance with EEOC guidance the Secretary of the Army appointed the DA EEO Director as the Senior Advisor for Diversity and Equity aligned under the Secretary of the Army.

- The Army continues to promote diversity throughout its Civilian ranks in line with Executive Order (EO) 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal workforce."

- In accordance with EEOC guidance, in 2021, the Anti-Harassment/Harassment Response and Prevention Policy and Guidance was relocated under the DASA-CP. The DASA-EI retains the responsibility to report the number of Harassment claims annually in the Annual MD 715 Report.

- AMC reported that twenty-one General Officers (GOs) and SESs across the AMC Enterprise engaged with students at the 2021 Black Engineer of the Year Award (BEYA) ceremony to promote careers in Science, Technology, Engineering and Mathematics (STEM).

- The Army informed employees about the EEO complaint process, alternative dispute resolution (ADR) process, reasonable accommodation program, and anti- harassment program through required annual EEO, No FEAR & Anti-Harassment training in which approximately 82% of Army Civilians Completed the online training.

- In FY21, the Secretary of the Army signed the Equity and Inclusion, Equal Employment Opportunity. Military Equal Opportunity and Diversity, Equity, and Inclusion Policy statements within required timeframe. The policy statements are available and distributed electronically to all ACOM, DRU and ASCC to be given widest dissemination.

- The Secretary of the Army's Diversity and Leadership Awards were presented during the annual awards ceremony hosted by the Secretary of the Army recognizing individuals who contributed, promoted, advanced, and led the way in Diversity and Leadership.

- On 2 Sep 21, the Secretary of the Army authorized the unrestricted reporting option and victim advocacy services for Department of the Army (DA) Civilians who report a sexual assault.

Deficiencies:

- Staffing and funding levels throughout the Army are insufficient to implement all aspects of Equal Employment Opportunity particularly the proactive aspects fully and robustly such as barrier analysis, disability program management, information and communication technology accessibility, training, and special emphasis programs.

Essential Element B – Integration of EEO into Agency's Strategic Mission: This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.

Strengths:
- EEO Directors reported regular and effective means of advising senior leadership and other senior management officials of the effectiveness, efficiency, and legal compliance of the Army's EEO program.

- The participation rate of GS employees with a disability reached 12.46%, exceeding the Federal goad of 12%. The participation rate of individuals with a Targeted Disability reached 3.25% (7,889), which is 1.25% over the Federal goal of 2%.

Deficiencies:
- Lack of visibility of DA civilians and EEO on the Army's landing page of the internal and external website and absence of an Army Civilian Careers page, and EEO page on each website.

- Some commands reported that EEO professionals are not included in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities.

- The EEO program did not receive appropriate authority and resources to effectively conduct barrier analysis, field audits, data collection, tracking, and administration of the Special Emphasis Programs/Program Evaluations.

Essential Element C – Management and Program Accountability: This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.

Strengths:
- In 2021, the Army continued to encourage the use of maximum telework, while also encouraging the expanded use of remote work.

- All Army managers and supervisors have a mandatory performance element in their performance standards that evaluates efforts to ensure equal employment opportunity.

Deficiencies:
- Army does not have religious-based reasonable accommodation procedures established in an Army regulation, although many commands use the same procedures established for disability-based reasonable accommodation requests.

- Not all reasonable accommodation requests were processed timely IAW required policy set forth in Army's reasonable accommodation procedures.

- The Army CIO/G6 has not identified/appointed a 508 Compliance Program Manager.

Essential Element D – Proactive Prevention: This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

Strengths:
- Trend analyses of workforce profiles are conducted by race, national origin, sex, and disability for inclusion in employment, grade level distribution, and awards.

- Each ACOM, ASCC, and DRU tailors its action plans to address the identified barriers unique to its workforce to include efforts designed to increase the number of persons with disabilities.

Deficiencies:
- The agency did not post its affirmative action plan to the public web page for Individuals with disabilities, including those with targeted disabilities.

Essential Element E – Efficiency: This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.

Strengths:
- Army policy guidance was issued and disseminated to ACOMs, ASCCs, DRUs to ensure a clear separation between the EEO program and legal defensive functions. Command have ensured policy is adhered to throughout all Command entities.

- The complaints tracking and monitoring system (iComplaints), in conjunction with the MD 715 Reporter, provided global oversight of program operations by integrating metrics, data, and information needed to assess performance at all levels throughout the enterprise. Updates to the MD 715 reporter includes centralized tracking of reasonable accommodations Army-wide.

- The Army issued timely final actions following receipt of the hearing file and the administrative judge's decision.

- The Army collaborated with EEOC, DoD and other federal agencies on best practices to improve effectiveness through participation in multiple working groups and councils.

Deficiencies:
- Timely processing of complaints continued to be a challenge. Counseling (10.36%), Investigations (37.84%), and Final Agency Decisions (FAD) (32.17%) were not completed within prescribed timeframes.

- External and internal applicant flow data concerning the applicants' ethnicity, race, gender, and disability status were not readily available using the USA Staffing platform for data collection.

- Army did not have data collection systems in place for processing anti-harassment program complaints outside of the EEO complaint program, DASA-CP is the proponent and plans to launch a data tracking system in 2023.

Essential Element F – Responsiveness and Legal Compliance: This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

Strengths:
- The Department of the Army provides a structure to ensure that oversight and management controls are in place so that all ACOMs, ASCCs, and DRUs comply with orders and corrective action. The Army EEO Program Evaluation Program conducts fields visits to evaluate the effectiveness of the Army's overall EEO efforts and compliance. Army's EEO complaints are tracked and monitored at each commend level with oversight at the DASA EIA level. The agency authority for final agency decisions rest with the Office of the ASA (M&RA)

- No FEAR Act data is posted quarterly to the army.mil public webpage providing the number of complaints filed with various bases and issues of alleged discrimination.

- Timely completion of the Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462 Report) and NO FEAR Report.

Deficiencies:
- In 2021, the Army processes did not ensure timely and full compliance with all EEOC Orders and negotiated settlement agreements**.**

- In the FY21 Internal Control Report, E&I provided a modified Statement of Assurance that Army E&I internal controls due to one material weakness: Army EEO program resources. Funding and personnel requirements weren't approved by senior leadership, resulting in a letter of non-compliance from the EEOC.

FY21 Equity and Inclusion Overview

Special Emphasis Programs and Employee Resource Groups:
Special Emphasis Program (SEP) groups and Employee Resource Groups (ERG) are centrally managed by the DASA-EI. During this reporting period, Army subordinate elements continued to market and provide opportunities for professional development for the entire workforce with tools such as, Emerging Enterprise Leaders, Senior Leadership internships and partnerships with approximately 17 affinity groups. Army also participated in the Executive Order 14035 self-assessment, which was designed to highlight promising practices and identify potential barriers in recruitment; hiring; retention; promotion; professional development; performance evaluation; pay and compensation practices; and reasonable accommodations. In addition to SEP/ERG activities, Army subordinate elements-maintained partnerships with various external affinity groups and utilized private sector employment platforms to increase visibility and provide a wider scope of identified underrepresented groups. Presidential executive orders (EO) placed

an emphasis on Diversity, Equity, Inclusion, and Accessibility (DEIA) activities throughout the federal workforce. In response to the E.O. Army took a holistic approach and conducted focus groups and listening sessions to elicit the workforces' perceptions concerning the Agency's DEIA efforts and used the feedback to develop courses of action to improve on areas of concern noted during these engagements. FY22 Army DEI goals include establishing Special Emphasis Program Manager Positions at all Command locations.

Program Evaluation:
In 2021, Army updated and re-implemented EEO Program Evaluations. Two EEO program evaluations have been scheduled to begin in FY22 for Army Commands. These assessments will utilize a hybrid model to mitigate local COVID related force health protection measures. This program will measure the Command's operational EEO business practices and the actions implemented to attain the Six Essential Elements of a Model EEO Program. The evaluation will include a review of command plans; status reports; workforce data; and organizational specific programmatic objectives. Federally mandated reports will also be reviewed for timeliness in addition to an analysis of barriers impacting the respective workforce. Army will provide subordinates Commands with recommendations to include a six month follow up to assess the organizations efforts to resolve concerns observed during the evaluation. Corrective actions and command plans will also be assessed to determine any areas of concerns and to spotlight best practices. Army is in the final stages of delivering an annual schedule to Commands in preparation for FY22 evaluation cycle. To ensure these engagements are in alignment with Executive Order 14035, all elements of Diversity, Equity, Inclusion, and Accessibility (DEIA) will be integrated and measured.

## U.S. Army Civilian Career Management Activity:
ACCMA was established on 1 October 2020 as a new organization to integrate and enhance the Army's talent management capabilities for the civilian workforce. ACCMA is a subordinate organization to the U.S. Army Civilian Human Resources Agency and is headquartered at Fort Belvoir, Virginia.

The mission of ACCMA is to provide talent management services across the human capital lifecycle to support a highly skilled, ready, professional, diverse, and integrated civilian workforce that supports the national defense. This is accomplished through an overarching operation and plans office that provides program management of civilian talent management programs for execution by the 11 civilian career fields.

Major functions of ACCMA include enterprise recruitment and outreach activities to recruit top civilian talent; enterprise acquisition of entry-to-mid-level talent through a suite of Army, DoD, and federal-wide programs (e.g., Army Intern and Fellows Programs, John S. McCain Fellows Program, Presidential Management Fellows Program); development of Army Civilians through enterprise career broadening, professional, functional, and leader development and training programs; development and execution of functional career field strategic workforce plans; connecting with Army Civilians and stakeholders; and enterprise talent management support to supervisors.

ACCMA is doing an outstanding job of bridging demographic gaps. Although participation rates of Women in the Army Workforce were below the NCLF, especially at higher grades, the Army Fellow's participation rate for Women at 41% was well above the Army rate for Women in grades GS-11 and above. This higher participation rate in The Army Fellows Program will contribute directly to increasing participation by women in grades GS-11 and above since the full-performance grade for Army Fellows is GS-11.

Gender Composition Army Fellows
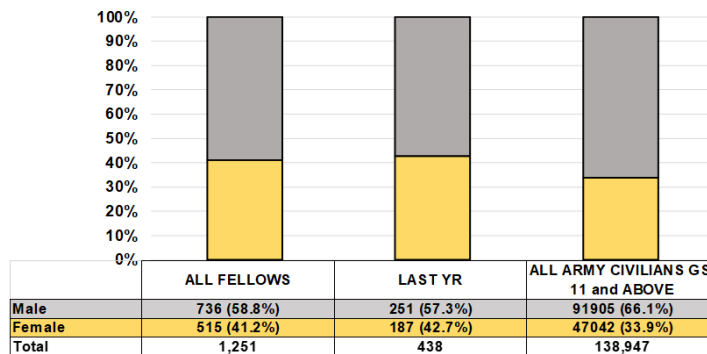
- Fellows program has higher rate of females 41% as compared to all grades GS-11 and higher 34%
- Fellows brought on in the last year have even higher rate of females 43%

	ALL FELLOWS	LAST YR	ALL ARMY CIVILIANS GS-11 and ABOVE
Male	736 (58.8%)	251 (57.3%)	91905 (66.1%)
Female	515 (41.2%)	187 (42.7%)	47042 (33.9%)
Total	1,251	438	138,947

Analyze Workforce Data & Conduct Strategic Workforce Planning:
A key feature of ACCMA is an internal talent assessment and analytics division. This team is instrumental in identifying data-driven talent management initiatives that ACCMA provides. One initiative is an Army Fellows Program model to better forecast funding requirements and alleviate funding constraints to the program. The team is actively involved in efforts to identify and track Army Civilian readiness measures. In addition, ACCMA streamlined workforce planning efforts across the career fields. The objective of Army civilian career field strategic workforce planning is to prepare the Army's Civilian workforce to carry out the current and future roles and missions of the Department of the Army.

Connect With Army Civilians and Stakeholders:
ACCMA prepared a strategic communication plan that is designed to provide a baseline framework and standardization for effectively communicating ACCMA targeted messages to various internal and external audiences. The strategic communication plan identifies roles and responsibilities of those who will implement this plan which is crucial to ensuring clarity and reducing duplication of effort. ACCMA established internal communication means (e.g., town halls) and external communication means (e.g., newsletters, Facebook page, LinkedIn page) and seeks to leverage additional methods including a website.

<u>Enhance the Capabilities of Supervisors:</u>

The Army is committed to having the best supervisors. The Army Civilian workforce deserves the best. Training is a key requirement in this effort. In August 2021, ACCMA funded and continues to coordinate a new feature that automatically enrolls a new supervisor in required training. This feature allows a new supervisor to begin that crucial first training while still getting acclimated to his/her new position. Future initiatives include developing a comprehensive program focused on two certification tiers and ongoing recertification for existing supervisors.

<u>Army's Response to COVID-19:</u>

In FY21, the Army continued the use of maximum telework, while also expanding use of remote work options. After experiencing a peak of over 50% of total work hours recorded as telework in 2020, the percentage of telework hours continued to decline throughout the year, from 34% at the beginning of the year to 21% by the end of the year.

In March of 2021, the Army issued additional guidance to enhance civilian workplace flexibilities to improve recruitment and retention. This guidance required commanders to encourage and support remote duty assignments when practicable and subject to mission requirements. In April, the Army issued operational guidance requiring commands to coordinate with their Civilian Personnel Advisory Centers to properly code employees as eligible for remote work and require remote work and change of duty station actions to be correctly documented and recorded for reporting purposes.

During April and May, the Army conducted a focus group with Army commands and gathered data from listening sessions across the Army in response to an Office of Management and Budget (OMB) request for agency input on post-pandemic reentry polices.

Based on the additional OPM guidance, from July to September, the Army worked with DoD and the other components to develop and update to the DoD telework policy (DoDI 1035.01) as a strategic policy for attracting, retaining, and engaging talent in the context of changes in workplaces nationwide because of the pandemic and in response to long-term workforce trends.

The Army telework policy continues to support a maximum telework posture while the nationwide public health emergency remains in effect. Within the Army-wide posture, leaders continue to have authority to modify their organizations' s work arrangements to reduce maximum telework, consistent with local health and safety conditions.

Army implemented leave administration guidance, the American Rescue Plan Act of 2021, signed into law by the President in March of 2021. Section 4001 of the Act provided eligible employees emergency paid leave for qualifying reasons related to COVID-19.

<u>Leave Flexibilities for COVID-19 Vaccinations:</u>

To safeguard the civilian workforce and limit the spread of COVID-19, DoD authorized employees to be granted up to four hours of administrative leave to receive COVID-19 vaccinations and no more than 2 workdays of administrative leave to recover from a condition related to the vaccination. The Army issued departmental guidance on administrative leave usage for these purposes.

MD 715 Reporter Update to RA Tracker for Vaccinations, and MD 715 Report:

In response to E.O. 14043, the Army modernized its Reasonable Accommodation (RA) application to record COVID related vaccine exemptions. The U.S. Army Equity and Inclusion solicited input from Command EEO Managers, the Agency Disability Program Manager and Legal representatives to identify the appropriate elements to include in the system refresh. The modernization effort provided EEO officials with a seamless process to document COVID related exemption requests along with a summary of transactions to provide up-to-date information to Agency Senior leaders. Based upon data collected from milConnect, the Army anticipated approximately 15,000 exemption requests and were well- postured to accept these actions into the RA process. The updates were successfully deployed, and instructions were disseminated to EEO practitioners with minimal disruption to ongoing EEO operations.

Internal Controls:

For FY21, the Army Equity and Inclusion Agency provided a modified Statement of Assurance that internal controls over operations, reporting and compliance were operating effectively, except for one material weakness. EIA reported a material weakness with Army EEO program resources, where funding and personnel requirements have not been approved by senior leadership resulting in a letter of non-compliance from the EEOC.

SHARP:

On 2 Sep 21, the Secretary of the Army authorized the unrestricted reporting option and victim advocacy services for Department of the Army (DA) Civilians who report a sexual assault. This policy resulted from several pilots and exceptions to DoD policy over the years, allowing the Army to provide SHARP services to Civilians, both appropriated and on-appropriated fund civilians, whether employed stateside or overseas. DA Civilian Sexual Harassment complaints will continue to be processed through equal employment opportunity (EEO) channels. In November 2021, the Department of Defense followed suit, authorizing DoD Components, at their discretion, to provide SHARP services to DoD civilian employees who report a sexual assault. The Army will no longer require exception to DoD Policies to offer victim advocacy services to DA Civilians. Studies and surveys have shown that victims who receive advocacy services are more likely to receive medical treatment, engage with law enforcement and stay engaged throughout the criminal justice process. This can have a tremendous impact on the ability of communities within the Army to prevent additional sexual assaults.

Workforce Recruitment Program (WRP):

In June of 2021 an E.O. 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce," was signed by the President. The E.O. states the Secretary of Defense and the Secretary of Labor shall review the use of WRP for college students and recent graduates with disabilities and take steps, as appropriate and consistent with applicable law, to expand the program. The WRP is the premier outreach and recruitment resource to build an effective and meaningful pipeline of candidates.

Department of the Army distributed 35 allocations throughout the enterprise, of which 28 (80%) students were placed and 6 were hired permanently during FY21. FORSCOM and USACE had the highest ratio of participation and permanent placement of WRP Interns. USASOC and AMC

(CECOM) also participated in WRP and provided training to potential hiring officials. Although we experienced a decrease in the participation rate of appointments, there was an increase in permanent hiring of WRP students.

Policy:

On 20 January 21, the President issued EO 13985 "On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," which revoked EO 13950, "Combating Race and Sex Stereotyping" of 22 September 2020. EO 13950 and subsequent OMB, DOD, and Army guidance had suspended all Diversity & Inclusion Training until it could be certified as compliant. The new EO 13985 and subsequent OMB and DOD guidance rescinded all previous guidance relating to diversity training. As a result, the Army also rescinded its 9 December 2020 ASA MRA Memorandum, subject: "Implementation of Executive Order 13950 on Combating Race and Sex Stereotyping" was also rescinded. All training programs for civilian and military personnel related to diversity or inclusion could resume.

The Army People Strategy (APS) and Civilian Implementation Plan (CIP)

The APS, first published in October 2019, institutes how the Army will maintain readiness as the world's premier combat force through talent management of our most important asset – people. At its core, the APS provides a roadmap for how the Army will upgrade its industrial era practices of distributing personnel and human capital to deliberately managing the talents of our Soldiers and civilians to best support the Army Mission. To do this, "the Total Army will acquire, develop, employ, and retain the diverse Soldier and civilian talent needed to achieve Total Army readiness" by building cohesive teams that maximize "the talents of our people." The Army published both the Military and Civilian Implementation Plans to achieve the vision of the Army People Strategy. Each implementation plan outlines specific objectives, outcomes, and action plans to execute from fiscal years 2020 to 2028.

The Civilian Implementation Plan (CIP) is a road map that optimizes the vital contributions of Army Civilians by modernizing talent management policies and practices and enhancing them with more agile, data-driven approaches. Specifically, the CIP enables the Army to build and sustain a Civilian Corps comprised of the nation's best talent to serve alongside Soldiers in defense of the nation by:
- Recognizing the value of Army Civilians in accomplishing the Army mission
- Ensuring mission requirements drive investment in civilian talent
- Setting the conditions to align workforce capabilities with changing mission requirements
- Empowering Army Civilians to be engaged, innovative, and integral members of the team
- Enhancing Army readiness

The CIP Identifies Four Overarching Priorities:

- Transform workforce planning and management
- Modernize civilian talent acquisition
- Evolve career programs to be integral to the People enterprise
- Build world-class supervisors

Through these priorities, the Army is developing workforce planning and management capabilities to project demand for both people and skills and creating a market to reduce any capability gaps. This entails data-driven approaches to capture needs for specific talents and identify talents available within the current workforce, as well as the use of analytical tools to match civilian talent to mission needs and demands.

National Disability Employment Awareness Month:

In 2021, the Army improved its recognition of National Disability Employment Awareness Month. Publications and speaking engagements celebrated contributions of those with disabilities and served as a call to action. Information was provided on the use of hiring authorities that take disability into account, on WRP, and on the Army's Schedule A, and Wounded Warriors resume repositories. Army leadership encouraged all Army civilians to update their disability status.

Special Placement Program:

In FY 2021, Army improved its Special Placement Program by updating the point of contact listing on the OPM website, timely responding to inquiries from prospective candidates, and collaborating with HR practitioners to populate and implement the Army's Schedule A repository.

Reporting:

The Disabled Veterans Affirmative Action Program Plan (DVAAP) and Federal Equal Opportunity Program (FEORP) Annual Report were completed and submitted to the Office of Personnel Management based on input from ACOMs ASCCs, and DRUs. The 462 Report was submitted summarizing the details of each EEO Complaint processed by Army for the fiscal year, which included summary information about staff resources, training, EEO Director reporting lines, and contact Information.

FY 2021 Army Complaints Processing Program

The number of pre-complaints initiated in FY21 decreased to 1,771 (5.8%), as compared to 1,880 in FY20; 1,938 in FY19 as compared to 2,238 in FY18. The number of formal complaints filed against the Army also decreased slightly to 979 (8.4%) in FY21 compared to 1,069 in FY20; 1,100 in FY19 and 1,291 in FY18. The decrease in pre-complaints contributed to a decrease in formal complaints during FY 2021. The top five bases for FY21 are reprisal, race (Black), disability, sex (female) and age. The top five issues for FY21 are harassment (nonsexual), disciplinary, promotion/ selection, termination, and terms/conditions of employment.

In FY21 there were seventeen findings of discrimination, twelve decisions by an EEOC Administrative Judge (AJ), and five Final Agency Decisions issued by the Army. Findings of discrimination accounted for 1.6% of all formal in FY21 closures and 1.9% of closures in which a decision on the merits were rendered. The issues in the findings continue to be varied and without any identifiable trend or commonality. Reprisal remained the most common basis for the findings, but several findings based on disability (physical) have continued to increase. In FY21 as was noted in FY20, most findings based on disability involved the issue of individuals not being provided a Reasonable Accommodation. The Army takes every opportunity to share the lessons learned from findings and encourages increased training of managers and supervisors, as well as EEO, legal and HR staff. On 12 December 2019 the Army issued revised Reasonable Accommodation (RA) procedures that the EEOC has deemed sufficient and codified and published in the updated Army Regulation 690-12, "Equal Employment and Diversity," 12 December 2019, Appendix C.

Sustained efforts to reduce the average time to complete an investigation continued in FY21 and the average number of days decreased significantly to 171.9 as compared to 185 in 2020 and 212 in FY19. The number of completed investigations increased slightly to 782 compared to 708 in FY20. Cases pending investigation decreased at the end of the year from 499 in FY20 to 369 in FY21. The total number of formal complaints on hand at the end of the fiscal year decreased slightly from 2,319 in FY21 compared to 2,518 in FY20. Of the 2,319 complaints on hand, 48% (1,117) cases were pending an EEOC hearing and 33% (758) were pending Final Agency Decisions (FADs). The average days taken to issue a FAD without an Administrative Judge's decision decreased to 336 in FY21 from 394 calendar days in FY20. The planned activities to reduce processing times for both FADs and investigations are addressed in Part H of this report.

Strategy for Next FY22

Theme and general plan for next year, include objectives and planned activities to address Parts H, I, and J.

- The FY22 EEO program priorities will focus on strengthening and resourcing diversity and inclusion efforts aligned with the Army People Strategy. DASA-EI will develop guidance to reinforce diversity and inclusion efforts by aligning EEO program support areas, improving communications across Army headquarters and the field, and developing tools and analysis for compliance to improve the Army's ability to maintain a "Model EEO Program".
- Ensure continued compliance with the Elijah E. Cummings Federal Employment Antidiscrimination Act of 2020.
- Continue the effort addressing the reporting structure and alignment of EEO, MEO and Programs within ACOMs, ACCs and DRUs.
- Establish standardized religious based reasonable accommodation request procedures.
- Using feedback from commands, reevaluate the reasonable accommodation request process.
- Secure funding and resources to conduct self-assessments, barrier analysis, field audits, data collection and tracking, and administer special emphasis programs.

- Fund and update the Army's automated system (MD 715 Reporter) to ensure that all data collection for barrier analysis and annual reporting conforms to OMB and EEOC reporting requirements. This includes the collection of applicant flow data and preparation or replacement of the XML file for upload into the EEOC's Federal Sector EEO Portal (FedSEP).
- Reinforce and support ongoing efforts across the enterprise to consult and advise on EEO, Diversity and Inclusion.
- Update of Army's Regulation 690-600 EEO Discrimination Complaints.
- Monitor stages of timeliness for complaint process and communicate data with the responsible commands. Triage cases to reduce FAD processing time until the 60-day standard is achieved. Hire term/contract FAD writers to reduce backlog. Schedule formal reviews with EEOC quarterly.
- Enhance education, transparency, and communication by launching the public- facing EEO webpage for EEO material, action plans, reports, and other required documents.
- Strengthen outreach and engagement for recruiting efforts for historically underrepresented populations across the Army.
- Support DASA-CP efforts to develop and implement anti-harassment program policy and data collection/tracking systems.
- Engage with ACCMA to leverage the Student Intern and Fellows programs associated outreach and recruitment efforts to increase the participation rate of underserved groups.

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

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, **Seema Salter**   Senior EEO Policy Advisor GS 260-15   am the

(Insert name above)   (Insert official title/series/grade above)

Principal EEO Director/Official for

Department of the Army

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

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22 September 2022

Signature of Principal EEO Director/Official   Date
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

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22 September 2022

Signature of Agency Head or Agency Head Designee   Date

715-01 PART G
Agency Self-Assessment Checklist Measuring Essential Elements

Essential Element A: Demonstrated Commitment from Agency Leadership This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.			
Compliance Indicator **Measures**	**A.1 - The agency issues an effective, up to date EEO policy statement.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comment's column. [see MD-715, II(A)]	Yes	Newly appointed Secretary of the Army issued the EEO policy statement and Anti-harassment policy November 27, 2018.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation, and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	Yes	
Compliance Indicator **Measures**	**A.2 - The agency has communicated EEO policies and procedures to all employees.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
A.2.a	Does the agency disseminate the following policies and procedures to all employees?		
A.2. a.1	Anti-harassment policy? [see MD 715, II(A)]	Yes	
A.2. a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website?	Yes	
A.2. b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	

A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comment's column.	Yes	https://armypubs.army.mil/epubs/DR_pu b s/DRa/pdf/web/AR690-12_Web_Final.
A.2.c	Does the agency inform its employees about the following topics?	Yes	
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	Yes	Annually
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	Yes	Annually
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	Yes	Annually
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	Yes	Annually The program has been moved to DASA-CP
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	Yes	Annually
Compliance Indicator Measures	A.3 - The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No)	Comments A "No" response to any measure in Part G is a program deficiency requiring a Part H.
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.	Yes	Annually the Secretary of the Army presents Diversity and leadership Awards
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes	

	Essential Element B: Integration of EEO into the agency's Strategic Mission **This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.**		
Compliance Indicator **Measures**	**B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	Yes	
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] If "yes", please provide the date of the briefing in the comment's column.	Yes	
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	
Compliance Indicator **Measures**	**B.2 - The EEO Director controls all aspects of the EEO program.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.

B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	**N/A**	**HQ Army EEOCCR is responsible for overseeing the timely issuing of final agency decisions.**
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes	
Compliance Indicator **Measures**	**B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-	Yes	

	715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comment's column.		
Compliance Indicator ↓ **Measures**	**B.4 – The agency has sufficient budget and staffing to support the success of its EEO program.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
B.4.a.1	To conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes	
B.4.a.2	To enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	No	See Part H-1
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) - (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comment's column.	Yes	
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	No	See Part H
B.4.a.6	to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
B.4. a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	No	See Part H

B.4. a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	No	See Part H
B.4. a.9	to effectively manage its anti-harassment program. [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	No	See Part H
B.4. a.10	to effectively manage its reasonable accommodation program. [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4. a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	
➡️ **Compliance Indicator** ⬇️ **Measures**	**B.5 - The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:		
B.5. a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	

B.5. a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	
B.5. a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	
B.5. a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes	
B.5. a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes	
Compliance Indicator ⬇ **Measures**	**B.6 - The agency involves managers in the implementation of its EEO program.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	Yes	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	
**Essential Element C: Management and Program Accountability** **This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.**		
Compliance Indicator ⬇ **Measures**	**C.1 - The agency conducts regular internal audits of its component and field offices.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.

C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	Yes	In 2021 the Program Evaluation Program was reestablished and has been implemented and Commands scheduled for assessment.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	Yes	See Part H
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	Yes	See Part H
Compliance Indicator **Measures**	**C.2 - The agency has established procedures to prevent all forms of EEO discrimination.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	No	See Part H-2
C.2. a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]		See Part H-2
C.2. a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006]	Yes	
C.2. a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2. a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling	Yes	

	activity alleging harassment. [see Enforcement Guidance, V.C.]		
C.2. a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015). Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comment's column.	Yes	
C.2. a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes	
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes	
C.2. b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes	
C.2. b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
C.2. b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
C.2. b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes	30 Days
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comment's column.	No	See Part H-3

C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	No	See Part H-3
C.2. c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comment's column.	No	See Part H-3
Compliance Indicator Measures	**C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes	
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3. b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes	
C.3. b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes	
C.3. b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
C.3. b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse Yes employees? [see MD-715 Instructions, Sec.]	Yes	
C.3. b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	

C.3. b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
C.3. b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	
C.3. b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
C.3. b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes	
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes	
Compliance Indicator ⬇ **Measures**	**C.4 - The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.)	Yes	

	required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]		
C.4.d	Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4. e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4. e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	
C.4. e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	
C.4. e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	
C.4. e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	
Compliance Indicator ⬇ **Measures**	**C.5 - Following a finding of discrimination, the agency explores whether it should take a disciplinary action.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)	Yes	
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	Yes	

	C.6 - The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No)	Comments
Compliance Indicator Measures			A "No" response to any measure in Part G is a program deficiency requiring a Part H.
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comment's column.	Yes	Annually
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	

Essential Element D: Proactive Prevention

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

	D.1 - The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No)	Comments
Compliance Indicator Measures			A "No" response to any measure in Part G is a program deficiency requiring a Part H.
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	Some of the Commands conduct Exit Interviews, others conduct Stay Interviews.

Compliance Indicator ⬇ Measures	D.2 - The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No)	Comments A "No" response to any measure in Part G is a program deficiency requiring a Part H.
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes	But Applicant Pool Data is limited. Subordinate Commands are not able to access Applicant Flow Data. DOD is currently working to assume responsibility for providing the data to Army and all Services
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comment's column.	Yes	
Compliance Indicator ⬇ Measures	D.3 - The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No)	Comments A "No" response to any measure in Part G is a program deficiency requiring a Part H.
D.3. a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes	
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	

Compliance Indicator ⟶ ⬇ Measures	D.4 - The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	Measure Met? (Yes/No)	Comments A "No" response to any measure in Part G is a program deficiency requiring a Part H.
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	No	See Part H-4
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes	
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes	

Essential Element E: Efficiency
This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.

Compliance Indicator ⟶ ⬇ Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No)	Comments A "No" response to any measure in Part G is a program deficiency requiring a Part H.
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	

E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	No	Avg Time 22.13 Days See Part H
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	No	See Part H
E.1.I	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes	
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comment's column.	Yes	N/A: Army does not use contractors to implement any stage of the EEO complaint process.
E.1.k	If the agency uses contract employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	N/A
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes	
Compliance Indicator **Measures**	**E.2 - The agency has a neutral EEO process.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.

E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comment's column.	Yes	On 12 March 2019 guidance was issued to Army Senior Counsel/Qualifying Authorities on Agency Counsel participation on the EEO process and legal sufficiency reviews of formal EEO Complaints.
E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, *Attaining a Model Agency Program: Efficiency* (Dec. 1, 2004)	Yes	
Compliance Indicator **Measures**	**E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes	

E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	
Compliance Indicator **Measures**	**E.4 - The agency has effective and accurate data collection systems in place to evaluate its EEO program.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:		
E.4. a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
E.4. a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4. a.3	Recruitment activities? [see MD-715, II(E)]	Yes	
E.4. a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	No	See Part H
E.4. a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4. a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	No	See Part H
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	

	E.5 - The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No)	Comments
Compliance Indicator ↓ **Measures**			A "No" response to any measure in Part G is a program deficiency requiring a Part H.
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	Quarterly workforce demographics and complaint trends.
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	EEO officials collaborate with EEOC, DoD, and its components, and other federal agencies on best practices to effectiveness through participation in multiple working groups and councils
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes	

Essential Element F: Responsiveness and Legal Compliance
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

	F.1 - The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/No)	Comments
Compliance Indicator ↓ **Measures**			A "No" response to any measure in Part G is a program deficiency requiring a Part H.
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes	
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance	Yes	

	officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]		
Compliance Indicator **▼ Measures**	**F.2 - The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	
F.2. a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes	
F.2. a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes	
F.2. a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes	
F.2. a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	No	See Part H
Compliance Indicator **▼ Measures**	**F.3 - The agency reports to EEOC its program efforts and accomplishments.**	**Measure Met?** **(Yes/No)**	**Comments** A "No" response to any measure in Part G is a program deficiency requiring a Part H.
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	

Army EEO	For period covering October 1, 2020, to September 30, 2021

Plan to Attain Essential Elements

PART H-1

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	B.4.a.2 To enable the agency to conduct a thorough barrier analysis of its workforce. [see MD-715, II(B)]

The Army utilizes the MD 715 Reporter to collect workforce data and create data tables. The system has the ability to connect to BOBI, but cannot connect to USA Staffing, which contains the applicant pool data that Army needs to complete a thorough.

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
12/1/2021	6/30/2022			To gain access to USA Staffing Data working through the MD 715 Reporter, or a different system.

Responsible Officials

Title	Name	Standards Address the Plan?
Army E&I	Yvonne Murray	Yes

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date
5/19/2022	Coordinate meeting between USA Staffing, E&I and Contract Team	Yes		
5/5/2022	Identify why the two systems will not connect.	Yes		
5/5/2022	Link the systems and complete the data pull.	Yes		

Accomplishments

Fiscal Year	Accomplishment
2021	Identified there is an issue with the AF5 Data Tables, identified that the disconnect is with USA Staffing, identified that a new way to pull the data must be developed. Working with contract to develop a way to access USA Staffing data.

Army EEO	For period covering October 1, 2020, to September 30, 2021

Plan to Attain Essential Elements

PART H-2

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	C.2.a Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, Â§ V.C.1 (June 18, 1999)] C.2.a.1 Does the Anti-Harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment?

In 2021 Army's policy and procedures were not comprehensive and did not fully comply with EEOC's enforcement and guidance. Corrective Action was not included in the guidance.

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
12/30/2021	4/1/2022	4/1/2022	4/28/2022	DASA-CP develop required guidance.
12/30/2021	4/1/2022	4/28/2022		Staff Draft guidance/policy

Responsible Officials

Title	Name	Standards Address the Plan?

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date
6/1/2022	Secretary of the Army approve and Sign Policy and Guidance	Yes	4/28/2022	

Accomplishments

2021	Accomplishment

a. The Army's Anti-Harassment Program has been relocated under the DASA-CP
b. A working group was established
c. The policy and guidance were updated and staffed

Army EEO	For period covering October 1, 2020, to September 30, 2021

Plan to Attain Essential Elements

PART H-3

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	C.2.b.5 Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? C.2.c Established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and standards? C.2.c.1 Does the agency post its procedures for processing requests for Personal Assistance Services on its public website?

C.2.b.5
Army did not process all RAs within the timeframe set fourth
C.2.c
The Army has not established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance and other applicable executive orders, guidance, and standards
C.2.c.1
The Army did not post its procedures for processing requests for Personal Assistance Services on its public website

Objectives for EEO Plan				
Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
10/1/2021	1/14/2022	9/30/2022		Develop and implement regulatory guidance and policy for Personal Assistance Services,

Responsible Officials		
Title	Name	Standards Address the Plan?

Planned Activities				
9/30/22	Develop and implement guidance.	Sufficient Staffing & Funding?	Modified Date	Completion Date

Accomplishments	
Fiscal Year	Accomplishment
2021	

   a.   Identified trigger

   b.   Working Group collaboration

Army EEO	For period covering October 1, 2020, to September 30, 2021

Plan to Attain Essential Elements

PART H-4

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	D.4.a Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.

The Army did not post the Affirmative Action Plan on the Army's website.

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
10/1/2021	1/14/2022	7/1/2022		To place all the Affirmative Action Plan on the website.

Responsible Officials

Title	Name	Standards Address the Plan?

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date

Accomplishments

Fiscal Year	Accomplishment
2021	Identified issue and team to help with upload.

Army EEO	For period covering October 1, 2020, to September 30, 2021

Plan to Attain Essential Elements

PART H-5

STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	E.1.d Does the agency issue acceptance letters/dismissal decisions within a reasonable time after receipt of the written EEO Counselors report, pursuant to MD-110, Ch 5(I)? E.1.h When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR 1614.110(b)

E.1.d-Not all acceptance letters and dismissal decisions are completed within the timeframe set forth by MD 110, Ch 5(1)

E.1.h-When a complainant does not request a hearing, not all complaints are issued a timely final agency decision

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
15 Dec 21	1 Sept 23			To complete all acceptance letters and dismissal decisions on time.
15 Dec 21	1 Sept 23			That final agency decisions are issued on time.

Responsible Officials

Title	Name	Standards Address the Plan?
Director, EEOCCRA		Yes

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date
30 Sep 23	Maintaining a cadre of fully trained FAD Writers.	No		
30 Sep 23	Update the AR 690-600	Yes		

Accomplishments

Fiscal Year 21	Accomplishment

- Conducted Complaints Processing Training for EEO Professionals
- Conducted Accept and Dismissal Letters Training for EEO Professionals

EEO Plan to Attain the Essential Elements of a Model EEO Program
MD 715 Part I (1)

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The hiring process, recruitment practices, separations data, and availability of applicant flow data limit the barrier identification and analysis.

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)	
No	The inability to obtain hiring process, recruitment practices, separation data, and availability of applicant flow data limit the barrier identification and analysis	

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase the participation of Hispanics in mission critical occupations and senior grades at each ACOM, ASCC, and DRU	Oct 1,2018	Sep 30, 2023	Yes	Dec 30, 2021	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
Sept 30, 2023	Encourage ACOMs, ASCCs, and DRUs to leverage ACCMA's capability to offer advance-in-hire for superior qualifications (higher starting salaries) and any available recruitment incentives (signing bonuses) to acquire top talent for difficult-to-fill positions from all populations, including under-participating populations. Such resources can enable Army to offer more attractive job offers and compete more successfully in hiring the talent required.	Dec 30,2021	
Sept 30, 2023	Encourage ACOMs, ASCCs, and DRUs to leverage ACCMA's capability to offer advance-in-hire for superior qualifications (higher starting salaries) and any available recruitment incentives (signing bonuses) to acquire top talent for difficult-to-fill positions from all populations, including under-participating populations. Such resources can enable Army to offer more attractive job offers and compete more successfully in hiring the talent required.	Dec 30, 2021	
Sep 30,2023	Institutionalize Barrier Analysis and Special Emphasis Committee to demonstrate leadership accountability, provide shared direction, and identify and eliminate barriers to equal opportunity by cultivating actionable and measurable recommendations that impact Army's human capital efforts	Dec 30, 2021	
Sep 30,2023	Refine applicant flow data to identify potential barriers in the recruitment and selection process, and career development.	Dec 30, 2021	
Sep 30, 2023	Conduct barrier analysis for the employment of women throughout the Army at ACOM, ASCC, and DRU.	Dec 30, 2021	
Sep 30, 2023	Document recruitment and outreach initiatives targeting women at each ACOM, ASCC, and DRU.	Dec 30, 2021	
Sep 30, 2023	Appoint Special Emphasis Program Manager to address the identified deficiencies by planning and implementing activities to improve hiring and employment practices and ensure full participation of women	Dec 30, 2021	

Sep 30, 2023	Promote the participation of women in management, leadership, and career development programs at each ACOM, ASCC, and DRU.	Dec 30, 2021	
Sep 30, 2023	Review the hiring and promotion policies, procedures, and practices. Eliminate, when possible, any barriers to equal opportunity.	Dec 30, 2021	

715 - Part I (2)
EEO Plan to Eliminate Identified Barrier

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
The participation rate of Hispanic Men and Women (7.40%) down from previous year (7.54%) is less than expected based upon the National Civilian Labor Force of 9.96%.	A1/A4-1 /A6-1	Mission Critical Occupations: Hispanics in the top three most populous Mission Critical Occupations, Administration and Program-0301 (9.35%), Information Technology Management-2210 (7.99%) and Logistics Management-0346 (8.06): The participation rate of Hispanics in the STEM: 7.05% The Hispanic participation rate of is 8. Senior Grades: GS-13 -Hispanic men (4.50%) and Hispanic women (2.19%), GS-14 - Hispanic men (3.99%) and Hispanic women (1.60%), GS-15 - Hispanic men (2.86%) and Hispanic women (1.27%),

EEO Group(s) Affected by Trigger (Check)

	All Men		All Women
X	Hispanic or Latino Males	X	Hispanic or Latino Females
	White Males		White Females
	Black or African American Males		Black or African American Females
	Asian Males		Asian Females
	Native Hawaiian or Other Pacific Islander Males		Native Hawaiian or Other Pacific Islander Females

	American Indian or Alaska Native Males		American Indian or Alaska Native Females
	Two or More Races Males		Two or More Races Females

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The hiring process, recruitment practices, separations data, and availability of applicant flow data limit the barrier identification and analysis.

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	**The inability to obtain hiring process, recruitment practices, separation data, and availability of applicant flow data limit the barrier identification and analysis**

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase the participation of Hispanics in mission critical occupations and senior grades at each ACOM, ASCC, and DRU	**Oct 1,2018**	**Sep 30, 2023**	**Yes**	**Dec 30, 2021**	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
Sep 30, 2023	Encourage ACOMs, ASCCs, and DRUs to leverage ACCMA's centralized and goal-oriented outreach and recruiting capabilities and activities and talent acquisition through such programs as the Student Intern, Army Fellows, McCain Fellows, and Emerging Leader Fellows programs to increase consideration of candidates from under-participating populations.	Dec 30, 2021	
Sep 30, 2023	Encourage ACOMs, ASCCs, and DRUs to leverage ACCMA's capability to offer advance-in-hire for superior qualifications (higher starting salaries) and any available recruitment incentives (signing bonuses) to acquire top talent for difficult-to-fill positions from all populations, including under-participating populations. Such resources can enable Army to offer more attractive job offers and compete more successfully in hiring the talent required.	Dec 30, 2021	
Sep 30, 2023	Refine applicant flow data to identify potential barriers in the recruitment and selection process, and career development.	Dec 30, 2021	
Sep 30,2023	Review the hiring and promotion policies, procedures, and practices. Eliminate, when possible, any barriers to equal opportunity.	Dec 30, 2021	
Sep 30, 2023	Promote the participation of Hispanics in management, leadership, and career development programs at each ACOM, ASCC, and DRU	Dec 30, 2021	
Sep 30, 2023	Document recruitment and outreach initiatives targeting Hispanics at each ACOM, ASCC, and DRU.	Dec 30, 2021	
Sep 30, 2023	Conduct barrier analysis for the employment of Hispanics throughout the Army at ACOM, ASCC, and DRU.	Dec 30, 2021	
Sep 30, 2023	Appoint Special Emphasis Program Manager to address the identified deficiencies by planning and implementing activities to improve hiring and employment practices and ensure full participation of Hispanics.	Dec 30, 20201	

Sep 30, 2023	Institutionalize Barrier Analysis and Special Emphasis Committee to demonstrate leadership accountability, provide shared direction, and identify and eliminate barriers to equal opportunity by cultivating actionable and measurable recommendations that impact Army's human capital efforts	Dec 30, 2021	

Report of Accomplishments

Fiscal Year	Accomplishments
2020	ACOMs, ASCCs, and DRUs participated in multiple events targeting Hispanic outreach (Hispanic Association of Colleges and Universities, Latina Style Magazine Annual Conference and Awards Banquet, League of United American Citizens (LULAC), National IMAGE Inc., Annual Conference, United States Hispanic Leadership Institute (USHLI), Great Minds in STEM (GMiS) Annual Conference, Society of Mexican American Engineers and Scientists (MAES) Conference, and the Society of Hispanic Professional Engineers (SHPE).

715 - Part I (3)
EEO Plan to Eliminate Identified Barrier

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
With the exception of White men, the participation rates of all other ethnic and racial groups to include women at the Senior Executive Level are less than expected as compared to their participation in the workforce.	**A1**	A review of data tables revealed less than expected participation rates in SES for: all marginalized groups.

EEO Group(s) Affected by Trigger (Check)

	All Men	X	All Women
X	Hispanic or Latino Males		Hispanic or Latino Females
	White Males	X	White Females
X	Black or African American Males	X	Black or African American Females
X	Asian Males	X	Asian Females
X	Native Hawaiian or Other Pacific Islander Males	X	Native Hawaiian or Other Pacific Islander Females
X	American Indian or Alaska Native Males	X	American Indian or Alaska Native Females
X	Two or More Races Males	X	Two or More Races Females

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The hiring process, recruitment practices, separations data, and availability of applicant flow data limit the barrier identification and analysis.

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

Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	Army did not have centralized applicant pool data for career development opportunities. The Army office that manages the SES program did not use the Office of Personnel Management's USA Staffing data system to track all SES applicant flow data, as their data collection is not fully automated

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase the participation of Hispanics in mission critical occupations and senior grades at each ACOM, ASCC, and DRU	Oct 14,2014	Sep 30, 2023	Yes	Dec 30, 2021	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
Sep 30,2023	Assess participation in Civilian Leader Development programs, Senior Enterprise Talent Management (SETM) and Enterprise Talent Management (ETM) which prepares Senior Civilians (GS12-15 or equivalent) to assume positions of greater responsibility across the Army	**Dec 30, 2021**	
Sep 30,2023	Annually provide every GS12 -15 Army Civilian receives an email and program information informing them of these developmental opportunities; with intent to increase the number of quality applications for training to assume positions of greater responsibility.	**Dec 30, 2021**	
Sep 30, 2023	Review applicant data for Civilian Leader Development programs at each ACOM, ASCC, and DRU.	**Dec 30, 2021**	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	ACOMs, ASCCs, and DRUs participated in multiple events targeting Hispanic outreach (Hispanic Association of Colleges and Universities, Latina Style Magazine Annual Conference and Awards Banquet, League of United American Citizens (LULAC), National IMAGE Inc., Annual Conference, United States Hispanic Leadership Institute (USHLI), Great Minds in STEM (GMiS) Annual Conference, Society of Mexican American Engineers and Scientists (MAES) Conference, and the Society of Hispanic Professional Engineers (SHPE)).

715 - Part J
Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), Equal Employment Opportunity Commission (EEOC) regulations (29 C.F.R. § 1614.203(e)) and Management Directive (MD) 715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD 715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving <u>PWD</u> by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWD)	Yes		No	X
b. Cluster GS-11 to SES (PWD)	Yes		No	X

Advana Data:
  ▪ GS1-10: 12.9% PWD
  ▪ GS11-SES: 12.9% PWD
Overall: 12.9%
 	
  ▪ Army Data (data only includes GS pay plan which includes about 75% of the Army civilian workforce): GS 1-10: 13.47%
  ▪ GS 11-SES: 13.62%
Overall: 11.72%
  ▪ Disabled Veterans make up 45% of the Army's civilian workforce.
  ▪ 25% of the Army's Disabled Veteran population is rated 30% or more disabled.				

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving <u>PWTD</u> by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWD)	Yes		No	x
b. Cluster GS-11 to SES (PWD)	Yes		No	x

Advana Data:
  ▪ GS 1-10: 2.7%
  ▪ GS 11-SES: 2.5%
Overall: 2.6%
 	
  ▪ Army Data (data only includes GS pay plan which includes about 75% of the Army civilian workforce): GS 1-10: 4%
  ▪ GS 11-SES: 3.4%
Overall: 3.23%				

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

Army communicates the benchmarks for employment of individuals with disabilities through a variety of means to include leadership memorandums, publications during National Disability Employment Awareness Month, a Talent Management newsletter, strategic recruitment discussions between HR specialists and hiring managers, and human capital strategic planning meetings.

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. Plan to Provide Sufficient and Competent Staffing for the Disability Program.

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the agency's plan to improve the staffing for the upcoming year.

	Yes		No	X

At the Secretariat level and in the Army commands with the greatest number of civilians, staffing and funding is insufficient. Some commands do not have a DPM nor sufficient staff to conduct barrier analysis. Section 508 program is not staffed or funded. There is no central funding for reasonable accommodations, sign language interpretation or for personal assistance services.

Plan for improvement:
- Survey commands to ascertain current staffing, and training status, and where necessary, support requests for additional staffing and funding for the disability program.
- Army leadership publish memo to all commands advising that the disability program must be sufficiently staffed with full time Disability Program Managers.
- Request additional funds for disability program management training.
- Explore methods to centrally fund sign language interpretation, personal assistance services, Remote Conference Captioning, CART, and Video Remote Interpreting.
- Propose the Army Diversity, Equity, Inclusion Council address the lack of resources to support the Army 508 and Assistive Technology Program.

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD				Army Civilian Personnel Advisory Center HR specialists supporting each command process applications. SPPC/DPM at Secretariat level (Rosemary Salak) informs applicants and collaborates with HR.
Answering questions from the public about hiring authorities that take disability into account				Rosemary.Salak.civ@army.mil, DPM at Secretariat level. Army commands have an EEO and HR staff responsible for this function.
Processing reasonable accommodation				EEO specialists supporting commands throughout the Army.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Requests from applicants and employees				
Section 508 Compliance				CIO/G6, Sally Dixon Sally.a.dixon6.civ@army.mil
Architectural Barriers Act (ABA) Compliance				Public Works offices supporting Army commands and installations
Special Emphasis Program for PWD and PWTD				Rosemary.Salak.civ@army.mil, DPM at Secretariat level. Army commands have an EEO staff responsible for this function.

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If "yes", describe the training that disability program staff have received. If "no", describe the training planned for the upcoming year.

	Yes	**X**	No	

The Defense Cultural Institute (formerly DEOMI) conducts the DPM course 4 times/year and allocates 10-11 seats in each class to Army. The course was completely revamped with the first of the new course offered in Jan 2021. Army augmented the training by funding seats for Army in the EEOC DPM Course. Army DPM and OTJAG collaborated to create and present reasonable accommodation training to all Army commands in conjunction with requests for exemption from COVID-19 vaccine, and COVID-19 mitigation measures.

B. Plan to Ensure Sufficient Funding for the Disability Program.

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If "no", describe the agency's plan to ensure all aspects of the disability program have sufficient *funding* and other *resources*.

	Yes		No	**X**

Plan for improvement:
- Survey commands to ascertain current staffing, and training status, and where necessary, support requests for additional staffing and funding for the disability program.
- Provide reasonable accommodation training and determine root causes for untimely reasonable accommodation requests processing.
- Update the Reasonable accommodation tracking tool to track requests for reasonable accommodations pertaining to COVID-19 vaccine and mitigation measures.

- Army leadership publish memo to all commands advising that the disability program must be sufficiently staffed with full time Disability Program Managers.
- Request additional funds for disability program management training.
- Explore methods to centrally fund sign language interpretation, personal assistance services, Remote Conference Captioning, CART, and Video Remote Interpreting.
- Propose the Army Diversity, Equity, Inclusion Council address the lack of resources to support the Army 508 and Assistive Technology Program.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTD.

A. Plan to Identify Job Applicants with Disabilities.

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

The Special Placement Program Coordinator, the Army's Schedule A resume repository, the Army's Wounded Warrior resume repository, the Workforce Recruitment Program, the Army's military Transition Program, outreach to Vocational Rehabilitation Centers and university disability offices, and OPM USA Staffing.

2. Pursuant to 29 C.F.R. § 1614.203(a) (3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

The Army uses Schedule A Excepted Service Hiring Authority for individuals with disabilities, Veterans' Recruitment Appointment, and 30% or More Disabled Veteran Authority.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

When an individual applies for a position under a hiring authority that takes disability into account, the Army requires the individual to provide the resume and appropriate documentation confirming eligibility such as proof of disability in the form of a Schedule A letter compliant with the OPM standard. In the case of VRA or 30% or More Disabled Veteran Authority, the individual must provide a resume and disability evidence provided by the Veterans' Administration. The resume is reviewed by an HR specialist and if qualified, the HR specialist, during the strategic recruitment discussion with the hiring manager, is required to advise the hiring manager that a qualified candidate has been identified. The hiring manager is advised that he/she has the option to review the resume and interview the candidate and hire the candidate without advertising the vacancy. During FY21, the Army developed a standardized template for the HR specialist to use to advise the hiring manager. The Army also developed an information paper outlining hiring authorities that take disability into account, and describing sources of candidates eligible for the hiring authority

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the agency's plan to provide this training.

	Yes		No	X
• Army leadership will publish a memo and a message during 2nd quarter FY22 to all Army commands, encouraging the use of Schedule A for individuals with disabilities [5 CFR				

213.3102(u);], Veterans' Recruitment Appointment [5 CFR part 307], and 30% or More Disabled Veteran Authority [5 CFR 316.302(b)(4), 316.402(b)(4), and 5 USC 3112].   • Army will initiate action to develop training to be delivered to all HR specialists and to all hiring managers on the use of hiring authorities that take disability into account.

B. Plan to Establish Contacts with Disability Employment Organizations

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

• Army has contacts with Disability Employment Organizations and will broaden these by requiring HR recruitment reaches out to university disability services offices and other organizations supporting the disability community.   • Army will broaden its network by meeting regularly with disability program managers of federal agencies outside of DoD.   • Army will propose to DOL that they establish a message/job board on the WRP site where Army and other organizations can post outreach events, job vacancies, and employment opportunities.   • Army will incorporate outreach to the disability community in each outreach event (BEYA, LULAC, etc.)   • Army leadership will publish a memo and a message during 2nd quarter FY22 to all Army commands, encouraging the use of Schedule A for individuals with disabilities [5 CFR 213.3102(u);], Veterans' Recruitment Appointment [5 CFR part 307], and 30% or More Disabled Veteran Authority [5 CFR 316.302(b)(4), 316.402(b)(4), and 5 USC 3112].

C. Progression Towards Goals (Recruitment and Hiring)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.

a. New Hires for Permanent Workforce (PWD)	Yes	x	No	
b. New Hires for Permanent Workforce (PWTD)	Yes	x	No	
The absence of applicant pool data for new hires is a barrier, however, Army is meeting the goals of 12% and 2%.				

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

a. New Hires for MCO (PWD)	Yes	x	No	
b. New Hires for MCO (PWTD)	Yes	x	No	
The absence of applicant pool data for new hires is a barrier, however, Army is meeting the goals of 12% and 2%.				

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

a. Qualified Applicants for MCO (PWD)	Yes	x	No	
b. Qualified Applicants for MCO (PWTD)	Yes	x	No	
The absence of applicant pool data for new hires is a barrier, however, Army is meeting the goals of 12% and 2%.				

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

a. Promotions for MCO (PWD)	Yes	**x**	No	
b. Promotions for MCO (PWTD)	Yes	x	No	
The absence of applicant pool data for new hires is a barrier, however, Army is meeting the goals of 12% and 2%.				

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d) (1) (iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

Advancement Program Plan

Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The Army does not have a specific program for advancement or mentoring for individuals with disabilities. All those who meet the criteria for various career development opportunities are eligible to apply. The absence of data on applicants and selections for career development opportunities is a barrier.

A. Career Development Opportunities

1. Please describe the career development opportunities that the agency provides to its employees.

Army Career Program system includes all employees. All are aligned into a career program that provides a structured path to obtain education, training, and development. The career programs are centrally funded and managed. Army Commands design and implement formal mentorship programs to provide leadership development opportunities to GS-11 and GS-12 grade employees with the potential and desire to lead, such as the "Emerging Enterprise Leaders" (EEL). This program is nested within Army Directive 2015-24, "Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program," or SETM and ETM respectively. SETM is a leader development program for GS-14s and GS 15s, composed of five modules: Enterprise Placement Program, Project-Based Temporary Duty Assignments (TDY), Army Senior Civilian Fellowship, Senior Service College and Defense Senior Leader Development Program, which tailor their leadership development road maps through professional development, Senior-level education, or experiential learning opportunities. ETM provides GS-12s and GS-13s the opportunity to participate in four modules consisting of Shadowing Assignment, Project-Based Temporary Duty Assignment (TDY), Command and General Staff Officer Course and the DoD program "Executive Leadership Development Program, where they gain a better understanding of the DoD mission, while being developed as future leaders with joint and interagency perspectives and skills. The mentoring process is used to facilitate partnerships between experienced professionals with less experienced employees to enhance the employee's professional development and growth by sharing insights and experiences. The mentoring process promotes career planning, job enrichment and potential for advancement.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

3. Do triggers exist for <u>PWD</u> among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Applicants (PWD)	Yes	**x**	No	
b. Selections (PWD)	Yes	x	No	

The absence of data on applicants and selections for career development opportunities is a barrier.

4. Do triggers exist for <u>PWTD</u> among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

	Yes		No	
a. Applicants (PWTD)	Yes	**x**	No	
b. Selections (PWTD)	Yes	x	No	
The absence of data on applicants and selections for career development opportunities is a barrier.				

B. Awards

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If "yes", please describe the trigger(s) in the text box.

	Yes		No	
a. Awards, Bonuses, and Incentives (PWD)	Yes	**x**	No	
b. Awards, Bonuses, and Incentives (PWTD	Yes	x	No	
The absence of accurate data on time off awards, bonuses, or other incentives, is a barrier.				

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If "yes", please describe the trigger(s) in the text box.

	Yes		No	
a. Pay Increases (PWD)	Yes	**x**	No	
b. Pay Increases (PWTD)	Yes	x	No	
The absence of data on quality step increases or performance-based pay increases is a barrier.				

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If "yes", describe the employee recognition program and relevant data in the text box.

	Yes		No	
a. Other Types of Recognition (PWD)	Yes	**x**	No	
b. Other Types of Recognition (PWTD)	Yes	x	No	
The absence of data on other recognition programs is a barrier.				

C. Promotions

1. Does your agency have a trigger involving <u>PWD</u> among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

		Yes		No	
a. SES	i. Qualified Internal Applicants (PWD)	Yes	x	No	
	ii. Internal Selections (PWD)	Yes	x	No	
b. Grade GS-15	i. Qualified Internal Applicants (PWD)	Yes	x	No	
	ii. Internal Selections (PWD)	Yes	x	No	
c. Grade GS-14	i. Qualified Internal Applicants (PWD)	Yes	x	No	
	ii. Internal Selections (PWD)	Yes	x	No	
d. Grade GS-13	i. Qualified Internal Applicants (PWD)	Yes	x	No	
	ii. Internal Selections (PWD)	Yes	x	No	
The absence of accurate and complete data on internal applicants and/or selectees for promotions is a barrier.					

2. Does your agency have a trigger involving <u>PWTD</u> among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. SES	i. Qualified Internal Applicants (PWTD)	Yes	X	No	
	ii. Internal Selections (PWTD)	Yes	X	No	
b. Grade GS-15	i. Qualified Internal Applicants (PWTD)	Yes	X	No	
	ii. Internal Selections (PWTD)	Yes	X	No	
c. Grade GS-14	i. Qualified Internal Applicants (PWTD)	Yes	X	No	
	ii. Internal Selections (PWTD)	Yes	X	No	

d. Grade GS-13	i. Qualified Internal Applicants (PWTD)	Yes	X	No	
	ii. Internal Selections (PWTD)	Yes	X	No	
The absence of accurate and complete data on internal applicants and/or selectees for promotions is a barrier.					

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWD</u> among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. New Hires to SES (PWD)	Yes	X	No	
b. New Hires to GS-15 (PWD)	Yes	X	No	
c. New Hires to GS-14 (PWD)	Yes	X	No	
d. New Hires to GS-13 (PWD)	Yes	X	No	
The absence of data on new hires to senior grade levels is a barrier.				

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWTD</u> among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. New Hires to SES (PWTD)	Yes	X	No	
b. New Hires to GS-15 (PWTD)	Yes	X	No	
c. New Hires to GS-14 (PWTD)	Yes	X	No	
d. New Hires to GS-13 (PWTD)	Yes	X	No	
The absence of data on new hires to senior grade levels is a barrier.				

5. Does your agency have a trigger involving <u>PWD</u> among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Executives	i. Qualified Internal Applicants (PWD)	Yes	X	No	
	ii. Internal Selections (PWD)	Yes	X	No	
b. Managers	i. Qualified Internal Applicants (PWD)	Yes	X	No	
	ii. Internal Selections (PWD)	Yes	X	No	
c. Supervisors	i. Qualified Internal Applicants (PWD)	Yes	X	No	
	ii. Internal Selections (PWD)	Yes	X	No	
The absence of data on qualified internal applicants and/or selectees for promotions to supervisory positions is a barrier.					

6. Does your agency have a trigger involving <u>PWTD</u> among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Executives	i. Qualified Internal Applicants (PWTD)	Yes	X	No	
	ii. Internal Selections (PWTD)	Yes	X	No	

b. Managers	i. Qualified Internal Applicants (PWTD)	Yes	x	No	
	ii. Internal Selections (PWTD)	Yes	x	No	
c. Supervisors	i. Qualified Internal Applicants (PWTD)	Yes	x	No	
	ii. Internal Selections (PWTD)	Yes	x	No	
The absence of data on qualified internal applicants and/or selectees for promotions to supervisory positions is a barrier.					

7.   Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

a. New Hires for Executives (PWD)	Yes	x	No	
b. New Hires for Managers (PWD)	Yes	x	No	
c. New Hires for Supervisors (PWD)	Yes	x	No	
The absence of data on qualified internal applicants and/or selectees for promotions to supervisory positions is a barrier.				

8.   Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

a. New Hires for Executives (PWTD)	Yes	x	No	
b. New Hires for Managers (PWTD)	Yes	x	No	
c. New Hires for Supervisors (PWTD)	Yes	x	No	
The absence of data on qualified internal applicants and/or selectees for promotions to supervisory positions is a barrier.				

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. Voluntary and Involuntary Separations

1.   In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If "no", please explain why the agency did not convert all eligible Schedule A employees.

	Yes	**X**	No	

2.   Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If "yes", describe the trigger below.

a. Voluntary Separations (PWD	Yes	X	No	
b. Involuntary Separations (PWD)	Yes	X	No	
The absence of complete and accurate data is a barrier; however, Army is meeting the 12% and 2% goals currently.				

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes", describe the trigger below.

a. Voluntary Separations (PWTD	Yes		X	No	
b. Involuntary Separations (PWTD)	Yes		X	No	

The absence of complete and accurate data is a barrier; however, Army is meeting the 12% and 2% goals currently.

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using *exit interview results and other data sources*.

Exit surveys are not used throughout the Army. Information necessary to respond to this question is not available.

B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint. https://dodcio.defense.gov/DoDSection508/Std_Stmt.aspx is on the internal website but not the public website.

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint. It is not listed on the agency's public website.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

Accessibility is proposed as a topic to present before the Army's Diversity, Equity and Inclusion Council to focus efforts on improving systems and programs for improving accessibility. Additionally, specific objectives aimed at improving accessibility are proposed for the revised Civilian Implementation Plan.

C. Reasonable Accommodation Program

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

48 days

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

> The Army has an automated reasonable accommodation tracking tool which continues to be refined. Reasonable accommodation training is conducted for managers, supervisors and employees.

D. Personal Assistance Services Allowing Employees to Participate in the Workplace
Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

> Requests for PAS follow the same procedures as those for requests for reasonable accommodations. Requests for PAS are so few, that when requested, the servicing EEO office works directly with the Army DPM to process the request.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint data involving Harassment

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

	Yes		No	X

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

	Yes		No	X

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

> Not applicable

B. EEO Complaint Data involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

	Yes		No	X

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

	Yes	X	No	

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

Training provided to the supervisor, employee made whole, and attorney fees paid.

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

	Yes	X	No	

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

	Yes	X	No	

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger 1	Absence of data required to ascertain specific triggers and limited use of Schedule A for PWD/PWTD
Barrier(s)	Absence of data and information necessary to assess the effectiveness of the disability program and lack of knowledge and effective tools to implement use of Schedule A hiring authority
Objective(s)	Establish an authoritative, complete, and accurate data system that is user friendly and provides necessary data to identify triggers

Responsible Official(s)	**Performance Standards Address the Plan?**
OSD DMOC, DASA-CP, and DASA-EI	Civilian Implementation Plan milestones have accountability measures

Target Date **(mm/dd/yyyy)**	**Planned Activities**	**Sufficient Staffing & Funding** **(Yes or No)**	**Modified Date** **(mm/dd/yyyy)**	**Completion Date** **(mm/dd/yyyy)**
09/2023	Weekly CIP workgroup meetings & analytics meetings w/DMOC	Yes		

Objective(s)	Publish Reasonable Accommodation and PAS procedures on the internal and external website			
Responsible Official(s)		**Performance Standards Address the Plan?**		
Disability Program Manager in collaboration w/web manager		Yes		
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
12/01/2022		Yes		
Objective(s)	Publish tools for affirmative employment of PWD/PWTD: Schedule A Handbook for Applicants, outreach flyers for recruiting events, guidance bulletin for HR specialists, information paper for hiring officials, template to refer Sch A candidates to hiring managers, revised Talent Management Guide and DHA Matrix to include Schedule A and WRP information.			
Responsible Official(s)		**Performance Standards Address the Plan?**		
DASA-CP, DASA-EI		Yes		
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
03/30/2022	Weekly CIP meetings, focus groups and interviews w/supervisors, employees, and HR specialists.	Yes		03/24/2022
Objective(s)	Propose to DOL and OSD, improvements to WRP to include addition of a job/message board for agencies to post job opportunities and programs			
Responsible Official(s)		**Performance Standards Address the Plan?**		

DASA-CP, and DASA-EI	Yes		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/22/2021	Complete WRP survey, email DMOC and DOL w/proposal	Yes		12/03/2021

Objective(s)	Contract with RAND to conduct barrier analysis

Responsible Official(s)	Performance Standards Address the Plan?
ACS G-1, CHRA	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2020	Approve project description	Yes		11/13/2020
December 2021	Complete data collection, focus groups, and review of policies, and craft draft report	Yes, via contract		November 2021
September 2022	Complete & distribute final report, and determine next steps	Yes		

Objective(s)	Conduct training for HR specialist, recruiters, hiring officials, and supervisors on affirmative employment, hiring authorities that take disability into account, WRP and other sources of candidates, and reasonable accommodations and PAS.

Responsible Official(s)	Performance Standards Address the Plan?
DASA-CP, DASA-EI	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding	Modified Date (mm/dd/yyyy)	Completion Date

		(Yes or No)		(mm/dd/yyyy)
September 2023	Create training materials and deliver training.	Yes		
Objective(s)	Implement technical updates to the automated reasonable accommodation tracker and gather input from the field regarding necessary improvements to accomplish accurate tracking and processing time.			

Responsible Official(s)		Performance Standards Address the Plan?		
DASA-EI		Yes		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
01/27/2021		Yes		01/27/2021
Objective(s)	Implement technical updates to incorporate COVID-19 requests for reasonable accommodation for medical and religious reasons.			

Responsible Official(s)		Performance Standards Address the Plan?		
DASA-EI		Yes		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/30/2021		Yes		12/30/2021
Objective(s)	Update Program Evaluation to include critical aspects necessary to evaluate disability program management to include compliance w/Sections 501, 504 and 508 of the Rehabilitation Act.			

Responsible Official(s)		Performance Standards Address the Plan?		

DASA-EI		Yes		
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
02/11/2022	Update criteria and complete evaluation of FORSCOM			02/11/2022

Objective(s)	Revitalize Army participation in SECDEF Disability Awards Program.

Responsible Official(s)		**Performance Standards Address the Plan?**		
DASA-EI		Yes		
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
05/31/2021		Yes		05/31/2021

Objective(s)	Increase knowledge and use of Schedule A and sources of eligible candidates

Responsible Official(s)		**Performance Standards Address the Plan?**		
DASA (M&RA)		Yes		
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
01/14/2022	ASA(M&RA) publish memo encouraging use of Schedule A	yes		01/14/2022
09/30/2022	G1 publish memo encouraging use of Schedule A and of	yes		

	sources of candidates eligible for Schedule A			
02/22/2022	Air Force demonstrate Air Force website and portal for individuals to upload resume and schedule A letter	yes		02/22/2022
02/28/2022	G1 publish message to the field encouraging use of Schedule A	yes		02/28/2022
09/30/2022	Develop policies/programs that ensure early consideration of Schedule A in the hiring process	yes		
03/30/2022	Brief WRP and Schedule A at the HR CHRA Town Hall and to Civilian Aides to SECARMY	yes		0/20/2022

Objective(s)	Stand up an effective Section 508 Program			
Responsible Official(s)	**Performance Standards Address the Plan?**			
CIO/G6				
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
12/08/2021	EI provide CIO/G6 w/multiple resources to assist in standing up the program			12/08/2021
03/15/2022	Propose DEI Council address the issue			03/15/2021
04/30/2022	DEI Council address the issue			

Objective(s)	Update AR 690-12 reasonable accommodation for disability and for sincerely held religious beliefs, and PAS procedures			
Responsible Official(s)		**Performance Standards Address the Plan?**		
DASA-EI		yes		
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
03/30/2023		yes		

Objective(s)	Ensure training on reasonable accommodation, PAS, and affirmative employment is current and mandated			
Responsible Official(s)		**Performance Standards Address the Plan?**		
DASA-EI		yes		
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
09/30/2023	Review and update the 203 course	yes		

Fiscal Year	**Accomplishments**
2021	Achieved a Veteran population in the workforce of 54% of the workforce. 83% of the Veteran population have disabilities, and nearly half of whom (48%) are rated at 30% or more disability. Disabled veterans make up 45% of the total Army civilian population. Veterans rated at 30% or more disability make up 26% of the total Army civilian workforce. Army-wide, requested the civilian workforce revalidate and update their disability status.
2021	Ensured affirmative employment was integrated into the Army People Strategy Civilian Implementation Plan. The objective to raise awareness and use of hiring authorities that take disability into account resulted in the creation of a Schedule A Toolkit and publication and distribution of multiple materials already increasing awareness and

	interest. The CIP workgroup greatly increased collaboration between EEO and HR. Additional measurable objectives are being added to the updated CIP expected to be published in FY22.
2021	Revitalized Army participation in the SECDEF Disability Awards Program soliciting several nominees with selections made in September in time for the October award ceremony.
2022	Conducted training throughout the Army on reasonable accommodation procedures for disability and for religion to include applicability to requests for exemption from COVID-19 vaccination mandate and exemption from COVID-19 mitigating measures. Using EEOC COVID-19 guidance and Army reasonable accommodation expertise, Army developed guidance and training for processing COVID-19 vaccination exemption requests. Emphasis was placed on the interactive process and individualized assessment of the reasonable accommodation process.
2021 & 2022	Continued central funding of EEOC delivered training in barrier analysis and disability program management.
2021 & 2022	Continued training in disability program management through the no-cost virtual offerings from the Cultural Institute (formerly DEOMI) and no-cost virtual offerings from the EEOC and other sources.
2021 & 2022	Enhanced the Program Evaluation Program by adding evaluation criteria specific to affirmative employment, reasonable accommodations, compliance with Sections 502, 504, and 508 of the Rehabilitation Act.
2021 & 2022	Enhanced the RA tracking tool to capture information related to COVID-19 exemption requests, and to more accurately track process time. Army improved the reasonable accommodation tracking tool by adding additional processing time data elements, additional types of accommodations, and tracking of religious-based accommodations and requests for exemption from the COVID-19 vaccine.
2021	Revitalized the Army Special Placement Program. Army improved its Special Placement Program by updating the point of contact listing on the OPM website, timely responding to inquiries from prospective candidates, and collaborating with HR practitioners to populate and implement the Army's Schedule A repository.
2021 & 2022	Engaged in the initial steps and identified substantial resources to stand-up a Section 508 and Assistive Technology Program.
2021 & 2022	Revised Section 504 complaint process resulting in resolution of a backlog of cases, and expeditious and effective resolution of new complaints. The new process enhances the

	reputation of the U.S. Army and provides systemic solutions to accessibility challenges. Complaint case load was reduced by 40% and case resolution time was reduced from an average of 5 years to 14 days.
2021	Army improved its recognition of National Disability Employment Awareness Month. Publications and speaking engagements celebrated contributions of those with disabilities, and also served as a call to action. Information was provided on the use of hiring authorities that take disability into account, on WRP, and on the Army's Schedule A and Wounded Warriors resume repositories. Army leadership encouraged all Army civilians to update their disability status.
2021 & 2022	In accordance with the requirement of Executive Order 14035, Army conducted a preliminary assessment of the current state of DEIA in the Department of the Army human resources practices and workforce composition. These efforts augment the annual assessment accomplished each year and reported in multiple forms (EEOC Management Directive 715, Federal Equal Opportunity Recruitment Program, Disabled Veteran Affirmative Action Program). The assessment highlights the criticality of collaboration between DEIA professionals and the Human Resources (HR) professionals responsible for outreach, recruitment, hiring, development, and retention of a diverse workforce. Similarly, the assessment underscores the criticality of adequate resources to conduct barrier analysis and data analysis.
2021 & 2022	In accordance with the requirements of Executive Order 14035, Army conducted a survey to assess the degree to which DEIA promising practices are implemented across the Department of the Army. The survey will help inform the government-wide- strategic plan on advancing DEIA.
2021	Army collaborated with DoD on the development of an authoritative database through a contract with Advana to ensure appropriate business rules were established to produce the required reports.
2021 & 2022	Army conducted an assessment in accordance with the National Security Memorandum, Revitalizing America's Foreign Policy and National Security Workforce, Institutions and Partnerships. The assessment identified a robust, effective reasonable accommodation program as a high impact action, and identified electronic and information technology accessibility as a challenge.
2021 & 2022	Contracted with RAND to conduct barrier analysis to identify root causes to entry, advancement, and retention of PWD/PWTD in the Army civilian workforce and develop recommendations that will help mitigate identified barriers. Study, analysis, and draft report are completed.
2022	Completed WRP survey and met w/DOL and DMOC to discuss necessary improvements to WRP to make it a more viable resource.

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

Staffing and funding levels for EEO throughout the Army are insufficient to implement comprehensive affirmative employment programs fully and robustly for PWD/PWTD, and for Section 508 programs, and permit time away from duties to access professional development opportunities without jeopardizing disability program management.

There is no stand-a-lone measurable objective to hold all managers, supervisors, and supporting officials (HR, Acquisitions, Contracting, Finance, Chief Information Officer, Facilities, etc.) responsible for implementation and integration of affirmative employment for PWD/PWTD (use of Sch A, conversion of Sch A, Section 508, timely reasonable accommodation processing, etc).

Long-standing inability to access accurate complete data required by MD-715 and effective trigger identification and barrier analysis.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

All activities significantly increased awareness of all aspects of disability program management and significantly enhanced meaningful, effective collaboration between EEO and HR in developing strategic plans and objectives for implementing plans.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

NA

Appendix A
Definitions

The following definitions apply to Management Directive 715:

- **Applicant:** A person who applies for employment.

- **Applicant Flow Data:** Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

- **Barrier:** An agency policy, principle, practice, or condition that limits or tends to limit employment opportunities for members of a particular gender, race, or ethnic background or for an individual (or individuals) based on disability status.

- **Disability:** For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. § 1630.2 applies.

- **Civilian Labor Force:** Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.

- **EEO Groups:** Members of groups protected under Title VII of the Civil Rights Act and other Federal guidelines. Includes: White Men, White Women, Black Men, Black Women, Hispanic Men, Hispanic Women, Asian Men, Asian Women, Native American Men, Native American Women, and Persons with Disabilities.

- **Employees**: Members of the agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.

- **Employment Decision:** Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action, and termination.

- **Feeder Group or Pool**: Occupational group(s) from which selections to a particular job are typically made.

- **Federal Categories (Fed9):** For the first time EEOC is requiring agencies to report their workforce data by aggregating it into nine employment categories. These categories are more consistent with those EEOC uses in private sector enforcement and will permit better analysis of trends in the federal workplace than previous categories used. The Commission has created a Census/OPM Occupation Cross-Classification Table by OPM Occupational Code (crosswalk) which assists agencies in determining the category in which to place a position through use of the position's OPM or SOC codes or the OPM or Census Occupation Title. The crosswalk may be accessed at the Commission's website: http://www.eeoc.gov/federal/715instruct/00-09opmcode.html. This crosswalk is intended as general guidance in cross-classifying OPM occupational codes to the EEO nine categories. Agencies are encouraged to contact EEOC with specific questions about what category might be appropriate for their particular occupations.

- **Fiscal Year**: The period from October 1 of one year to September 30 of the following year.

- **Goal**: Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.

- **Major Occupations**: Agency occupations that are mission related and heavily populated, relative to other occupations within the agency.

- **Onsite Program Review**: Visit by EEOC representatives to an agency to evaluate the agency's compliance with the terms of this Directive and/or to provide technical assistance.

- **Reasonable Accommodation**: Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition, see 29 C.F.R. § 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).

- **Relevant Labor Force**: The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.

- **Section 501 Program**: The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.

- **Section 717 Program**: The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

- **Selection Procedure**: Any employment policy or practice that is used as a basis for an employment decision.

- **Special Recruitment Program**: A program designed to monitor recruitment of, and disabilities.

- **Targeted Disabilities**: Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: 1) deafness; 2) blindness; 3) missing extremities; 4) partial paralysis; 5) complete paralysis; 6) convulsive disorders; 7) mental retardation; 8) mental illness; and 9) distortion of limb and/or spine.

- **Technical Assistance**: Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.

- **Under representation**: Result of conditions in which the representation of EEO groups is lower than expected.

Appendix B
The Nine Job Category Titles

- **Officials and Manager** – Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1) **Executive/Senior-Level** (2) **Mid-Level** (3) **First Level** and (4) **Other**. When an employee is classified as a supervisor or manager, that employee should be placed in the *Officials and Managers* category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the First-Level sub-category of Officials and Managers, those at the GS-13 or 14 should be in the **Mid-Level** sub-category, and those at GS-15 or in the SES should be in the **Executive/Senior-Level** sub- category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in these three sub-categories. The fourth sub-category, called "**Other**" contains employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities. For example, Administrative Officers (OPM Code 0341) are appropriately placed in the "**Other**" sub-category.

- **Professionals** – Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors and kindred workers.

- **Technicians** – Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post- high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical, or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.

- **Sales** – Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and salesclerks, grocery clerks, and cashiers/checkers, and kindred workers.

- **Administrative Support Workers** – Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.

- **Craft Workers** (skilled) – Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

- **Operatives** (semiskilled) – Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.

- **Laborers** (unskilled) – Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading, and pulling operations, and kindred workers.

- **Service workers** – Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurse's aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, doorkeepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.

Appendix C
DATABASE NOTES

- The data for this report reflects the organization as of September 30, 2017. The HR database of record, the Defense Civilian Personnel Data System (DCPDS), was used to obtain the data. It is recognized that the HR database contains anomalies that affect data reporting. The variance didn't appear severe enough to affect the calculations.

- Applicant pool dataset is not available, limiting conclusions on data tables.

- Manifested Imbalances and Conspicuous Absences are the correct terms required by federal rulings to describe the term "under representation". Manifested Imbalances indicate that although women and minorities are present, their representation is below the CLF. Conspicuous Absences refers to an absence of women and/or minorities.

- Grade designations are the same ones used in DCPDS based on federal guidelines. Senior individuals are defined as those members of the Senior Executive Service or equivalent, such as all pay plans that start with an "E", or "I", pay plan "ST" and some positions in the "AD" category. Data for Pay plan "EX" are excluded.

- Because the HR data system has not been retooled to meet MD 715 requirements, and OPM has not issued an authorization for the retooling, many data points in the accompanying data tables will not consistently sum to the total Army workforce. This is especially true in the calculations for persons with disabilities. The reportable codes used by EEOC vary from those in the HR data system in that some codes were excluded. Because of this exclusion, many of the data tables will not sum to the total Army workforce. In addition, many of the tables that capture data on RNO groups, because of the variety of pay plans used in Army do not fit into the aspects of "GS" or "Wage Grade" equivalents. Therefore, many of those data points were excluded.