

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| EEOC FORM 715-01 PART A - D | | | |
|---|--|--|---|
| For period covering October 1, 2018, to September 30, 2019. | | | |
| PART A Department or Agency Identifying Information | 1. Agency | | Department of the Army |
| | 1.a. 2 nd level reporting component | | U.S. Department of the Army |
| | 1.b. 3 rd level reporting component | | U.S. Army Corps of Engineers |
| | 1.c. 4 th level reporting component | | Great Lakes and Ohio River Division |
| | 2. Address | | 550 Main Street |
| | 3. City, State, Zip Code | | Cincinnati OH 45202 |
| | 4. Agency Code | 5. FIPS Code | ARCE |
| PART B Total Employment | 1. Enter total number of permanent workforce | | 4,606 |
| | 2. Enter total number of temporary workforce | | 87 |
| | 3. Enter total number employees paid from non-appropriated funds | | 0 |
| | TOTAL Workforce [add lines] | | 4,693 |
| PART C.1 Head of Agency and Head of Agency Designee | Agency Leadership | | Name & Title |
| | 1. Head of Agency | | Secretary of the Army |
| | 2. Head of Agency Designee | | Major General Robert Whittle, Commander, U. S. Army Corps of Engineers, LRD |
| 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 | | Vidal B. Gray, EEO Manager, 0260, GS-14 |
| | 2. Affirmative Employment Program Manager | | Vidal B. Gray, , USACE Affirmative Employment Program Manager, 0260, GS-14 |
| | 3. Complaint Processing Program Manager | | Gwendolyn Taylor, USACE Complaint Processing Program Manager, 0260, GS-14 |
| | 4. Disability Program Manager (SEPM) | | Tatianna White, LRD Disability Program Manager, 0260, GS-11 |
| | 5. Other Responsible EEO Staff | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| EEOC FORM 715-01 PART A – D | | | | |
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| For period covering October 1, 2018, to September 30, 2019. | | | | |
| PART D List of Subordinate Components Covered in This Report | Subordinate Component and Location (City/State) | | Agency and FIPS Codes | |
| | Detroit, Michigan | | ARCE 39061 | |
| | Huntington, West Virginia | | ARCE 54011 | |
| | Louisville, Kentucky | | ARCE 1111 | |
| | Nashville, Tennessee | | ARCE 47037 | |
| | Chicago, Illinois | | ARCE 8840 | |
| | Buffalo, New York | | ARCE 36029 | |
| | Pittsburgh, Pennsylvania | | ARCE 42003 | |
| PART D.2 Mandatory and Optional Documents for this Report | Did the agency submit the following documents | | Please respond Yes or No | Comments |
| | Organizational Chart | | YES | |
| | 462 Report | | YES | |
| | EEO Policy | | YES | |
| | Anti-harassment Policy | | YES | |
| | Disabled Veterans Affirmative Action Plan | | YES | |
| | FEORP | | YES | |
| | Facility Accessibility Surveys | | N/A | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

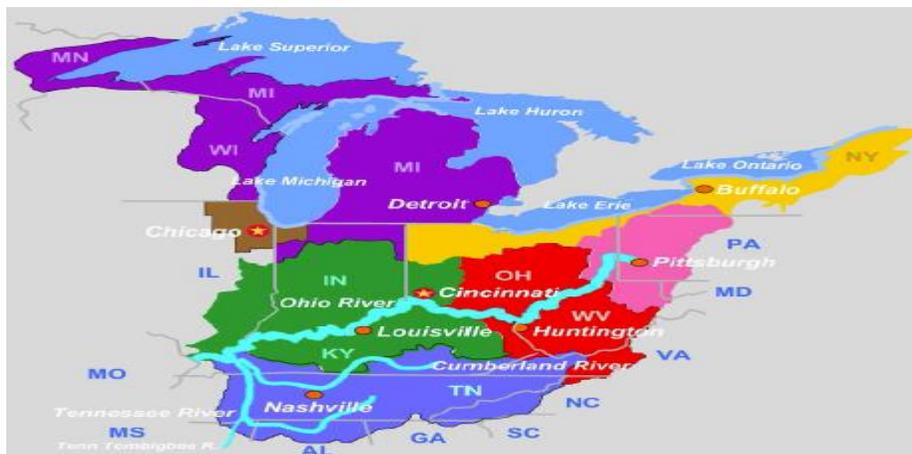
715-01 Part E

EXECUTIVE SUMMARY

Organization Information

The United States Army Corps of Engineers Great Lakes and Ohio River Division (HQ LRD) is made up of approximately 4,693 civilian men and women that provides vital public engineering services in peace and war to strengthen our Nations security, energize the economy, and reduce risks from disasters.

The Great Lakes and Ohio River Division, located in Cincinnati, Ohio, operates as a regional business center with seven districts that covers 335,000 miles, 17 states and is made up of about 5,000 team members. Our seven districts are located in Buffalo, Chicago, Detroit, Huntington, Louisville, Nashville and Pittsburgh. The Districts are staffed with engineers, project managers, biologists, geologists, hydrologists, natural resource managers and other professionals serving 70 million people, 25 percent of the total U.S. population, who reside within the Great Lakes and Ohio River watersheds.



The Headquarters Great Lakes and Ohio River Division (LRD) web site: <https://intranet.usace.army.mil/lrd/pages/home.aspx> provides information on its organizations, locations, and employees.

The LRD's mission statement is as follows:

Mission

The mission of the Great Lakes and Ohio River Division is to provide engineering products and services that serve the nation and the military. The civil works missions

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

provide navigation, flood and storm damage reduction, ecosystem restoration, emergency response, recreation, hydropower, water supply and regulatory permits. The military missions provide engineering, real estate expertise, and design and construction management for the Army, Air Force and other Department of Defense agencies.

Database Information

Data contained in this report was extracted from the Defense Civilian Personnel Database System (DCPDS) and the Complaints Tracking System (iComplaints). Data reflects all permanent and temporary Appropriated Fund employees as well as all Non-Appropriated Fund employees. This report covers all civilian employees with the exception of foreign local national employees. Due to the broad scope of LRD, the National Civilian Labor Force (NCLF) statistics are used for comparisons. Although the NCLF statistic is used for comparisons, the Federal Information Processing Standards (FIPS) code used in this report is 8840 because there is no “national” FIPS.

Summary Analysis of the Workforce

As of September 30, 2019, the LRD’s total workforce of 4,693 civilian employees increased by 259 as compared to 4,434 civilians in FY 2019. The LRD civilian workforce is 74.08% Male and 25.91% Female. The participation rate of Women continues to be less than expected based upon the NCLF of 46.80%. With the exception of Hispanic Men/Women, White Women, Black or African American Men/Women, Asian Men/Women, Native Hawaiian Men/Women, and Two or More Races Men/Women the participation rates for all other groups by Ethnicity and Race Identification are above or similar to the NCLF.

As of September 30, 2019, the number of Individuals with Disabilities (IWDs) in the total workforce was 337, which represents 7.24% of the total civilian workforce as compared to 6.84% in FY 2019. Of the IWDs, 32 (.68%) are Individuals With Targeted Disabilities (IWTDs). Individuals with Targeted Disabilities are a subset of those who have a reportable disability. The criteria EEOC used to select the nine disabilities categorized as “targeted disabilities” included the severity of the disability, the feasibility of recruitment, and the availability of workforce data for this group. EEOC is currently using the Federal Goal of 2% as a benchmark as there is no NCLF for IWTDs. The .68% participation rate of IWTDs is significantly below the DoD and Federal goal of 2% and therefore continues to be an area for improvement. For this reporting period 212 (4.55%) of LRD employees have not identified their disability status. A Part I, EEO Plan to Eliminate Identified Barrier is covered over this reporting cycle. The LRD’s plan of action to recruit, hire and advance IWTDs is at Part I and J.

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

As of September 30, 2019, veterans represented 42% (1,959) of the LRD’s permanent civilian workforce. There are three categories of disabled veterans: 1) 10-Point/Compensable preference with less than 30% disability; 2) 10-Point Compensable preference with 30 percent or more disability, and 3) 10 percent disability. The LRD recognizes the need to ensure that disabled veterans are accurately identified to meet the Federal Goal of 2% for IWTDs. Specific actions related to the LRD’s efforts are captured in Part I and J of this report.

The Army’s workforce is diverse and includes more than 527 occupational series of the approximate 600 occupational series in DoD. The top five major occupations in LRD by most populous series are as follows: 1) Civil Engineering (0810), 2) Gen Natural Resources MGMT and Biological Sciences (0401), 3) Lock and Dam Operator (5426), 4) Maintenance Mechanic (4749), and 5) Lock and Dam Repairing (5318). The number of civilian employees in the top 5 major occupations total 2,186 which is 46.58% of the total workforce. However, the breakdown of LRD civilian employees in the required EEOC FED9 occupational groups shows that 16.79% are classified by the US Census Bureau as “Managers” or “Professionals”. As defined by the EEOC, these are occupations requiring administrative and managerial personnel who develop and implement broad policies or, in the case of “Professionals”, requires a college degree. A breakdown of the LRD Civilian workforce in the 9 categories is as follows:

Figure 1 – Workforce FED 9 Categories

| FED9 Description | Number of Employees | Percentage |
|--------------------------------|---------------------|------------|
| Officials and Managers | 781 | 16.79% |
| Professionals | 2,017 | 43.37% |
| Technicians | 265 | 5.69% |
| Administrative Support Workers | 256 | 5.50% |
| Craft Workers | 705 | 15.16% |
| Operatives | 505 | 10.86% |
| Laborers and Helpers | 58 | 1.24% |
| Service Workers | 35 | 0.75% |
| N/A | 28 | 0.60% |
| Total | 4,650 | 100.00% |

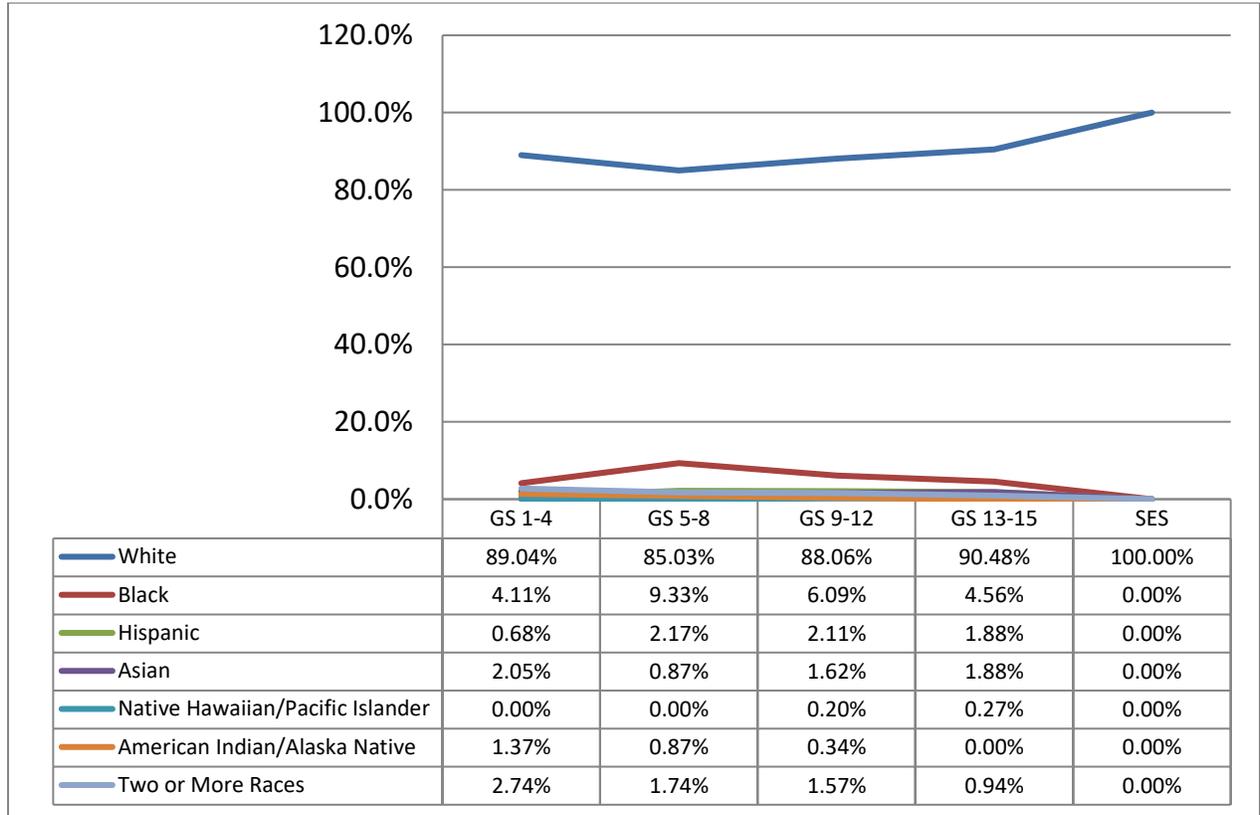
The most populous pay plan for LRD civilians is the General Schedule (GS). General Schedule employees comprise 77.77% (3,650) of the total civilian workforce (4,693). Figures 2 and 3 below provide a snapshot of GS and ES civilian employees

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

by grade grouping, ethnicity, race and gender. Non-appropriated Fund, Wage Grade and other Pay Plans which make up the remaining 22.23 of the civilian workforce are not captured. With the exception of Whites and Males, there is a consistent decline in the participation rates for all other ethnic, racial, and gender groups beginning at senior grade and leader positions. While the less than expected participation rates of Hispanics and Women exists throughout the federal sector as compared to the NCLF, the LRD’s challenge is to eliminate any barriers to their participation in the higher grades.

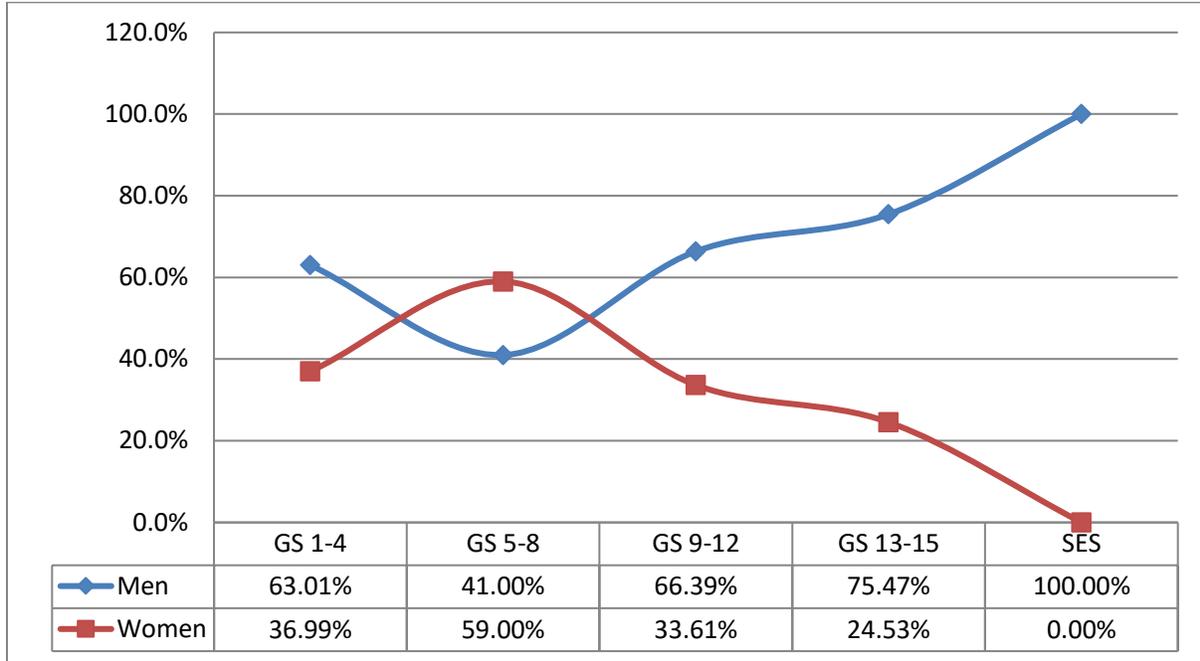
Figure 2 – FY 2018 General Schedule (GS) by Ethnicity and Race Identification (ERI) And Grade Grouping. (Table A4-1)



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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Figure 3 – FY 2019 General Schedule (GS) by Gender and Grade Grouping



Model EEO Program Summary

Element A. Demonstrated Commitment from Agency Leadership

Strengths.

LRD leadership is committed in incorporating and integrating the principles of equal employment opportunity (EEO). The Commanding Officer reaffirms EEO for all employees and applicants for employment regardless of race, religion, color, sex, national origin, age, or disability and ensures all employees are able to compete on a fair and level playing field with equal opportunity for competition.

Policy development, training and strategic communication of the LRD’s Diversity Strategy and the execution of a plan linked with the model EEO Program six essential elements for a broader application of diversity are recognized. Policy statements are embraced by LRD Commanders and communicated to the workforce.

Throughout LRD, EEO staff members have made EEO information readily available to all employees and applicants for employment. Flyers have been created informing individuals of the availability, time frames for filing a discrimination complaint, and

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

remedial procedures available in the EEO complaint process. Information is posted throughout all organizations and information can be found on their local intranet.

Challenges.

New Question in FY 2019: Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? (71.4%) - LRN & LRP

Element B. Integration of EEO Into the Agency's Strategic Mission

Strengths.

The LRD Command EEO program is aligned in accordance with 29 Code of Federal Regulations Part 1614. The EEO program operates under the direct and personal supervision of the Commanding General.

The Army's Career Program for EEO professionals and EO professionals (GS-0260/0360/0361 series) ensures that EEO Officials throughout Army have the competencies needed to perform EEO/EO program duties and responsibilities. The LRD EEO Career Program 28 (CP28) is managed by the USACE Chief, Office of Diversity and Leadership. The Principal EEO Director serves as the CP-28 Functional Chief Representative (FCR). The FCR ensures that sufficient staffing and classification of positions meet the standards to execute EEO programmatic requirements.

LRD is committed to having a diverse workforce. To expand outreach efforts to underrepresented populations, LRD will continue its long-term partnerships with professional organizations such as the Hispanic Engineer National Achievement Awards Corporation/Great Minds in STEM, Black Engineer of the Year Award, the Society of Women in Engineering, American Indian Science and Engineering Society, Advancing Minorities' Interest in Engineering, Society of Hispanic Professional Engineers, and Women of Color. LRD has outreach efforts at the Division and District level with colleges and universities and participates in job fairs that enable recruiting successes.

LRD has partnerships with colleges and universities, many of which are Historically Black Colleges and Universities (HBCUs) or Hispanic/Minority Serving Institutions (HSI/MSIs). Diversity outreach at the division and district levels consists of speaking engagements at the schools, university career fairs, and hosting university students and faculty at LRD project sites.

Additional outreach systems include the use of non-competitive Schedule "A" appointment authorities for people with disabilities and for disabled veterans. Specific programs available to LRD to help in the identification of highly skilled individuals with

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

disabilities are the Department of Labor/Department of Defense Workforce Recruitment Program (WRP) and the DoD Wounded Warrior (WW) program.

Challenges.

In FY 2019, the Headquarters Department of the Army, Office of Diversity and Leadership did not provide Applicant Flow data for LRD distribution of applicants applied/referred/selected.

New Question in FY 2019: Does the agency's current strategic plan reference EEO/diversity and inclusion principles? (57%) – LRB, LRE, and LRH

The agency has sufficient budget and staffing to support the success of its EEO program to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? (71%) LRL & LRP

Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? (57%) - LRE & LRH

Element C. Management and Program Accountability

Strengths.

LRD EEO staff members review each finding of discrimination. LRD tracks these decisions and reports trends, issues and problems to agency leadership for appropriate action.

LRD EEO practitioners ensure compliance 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, if applicable.

LRD supervisors and managers have a mandatory Diversity and Leadership performance element incorporated in their performance standards (i.e., Applies EEO principles to all aspects of personnel management (e.g., hiring, training, work assignments/ schedules, discipline, and awards). As appropriate, takes immediate corrective action if sexual harassment or other discriminatory/unfair treatment is observed, reported or suspected. Provides leadership and emphasis to the execution of the Affirmative Employment Plan (AEP). Participates in EEO/AA activities and

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

encourages subordinates to do so). Supervisors and managers are evaluated on compliance with these standards. This performance element is currently being updated and will include the Sexual Harassment Assault Response Program (SHARP).

Challenges.

New Question in FY 2019: Has the agency established a firewall between the Anti Harassment Coordinator and the EEO Director? (57.1%) - LRH, LRL, & LRP

New Question in FY 2019: Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? (57.1%) - LRB, LRE, & LRH

New Question in FY 2019: 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? (42.9%) - LRB, LRE, LRL, & LRP

New Question in FY 2019: Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? (28.6%) - LRC, LRE, LRH, LRL, and LRP

New Question in FY 2019: 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? (71.4%) - LRL & LRP

Element D. Proactive Prevention of Unlawful Discrimination

Strengths.

All LRD EEO Community of Practice established a Barrier Analysis Working Group (BAWG) as a platform to build strategic partnerships with all stakeholders and a continuous effort to institutionalize the barrier analysis process. The Chief, Office of Diversity and Leadership leads this effort and continues to communicate with senior leaders to ensure Diversity, EEO, Leadership, and Compliance is supported throughout the enterprise.

Organizational Inspection Program (OIP) Visits: The OIP evaluates and assess EEO programs under Title VII and the Rehabilitation Act at subordinate units complying with Department of the Army, USACE, and EEOC regulations to effectively manage an effective Model EEO Program. I

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Challenges.

New Question in FY 2019: 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? (71.4%) - LRE & LRH

Element E. Efficiency

Strengths.

The agency has an effective complaints tracking and monitoring system (iComplaints). The iComplaints system in conjunction with the MD 715 Reporter provides global oversight of program operations by integrating metrics, data, and information needed to assess performance at all levels throughout the enterprise. During FY 2019, iComplaints initial and refresher training was given to EEO staff members which provided them the skills to evaluate the impact and effectiveness of their organization's EEO complaints program.

Challenges.

New Question in FY 2019: The agency has effective and accurate data collection systems in place to evaluate its EEO program. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? (57.1%) - LRB, LRH, & LRL

Element F. Responsiveness and Legal Compliance

Strength.

LRD EEO offices remain in compliance with EEO laws and EEOC regulations, policy guidance, and other written instructions. EEO offices ensures prompt processing all forms of ordered relief. Acceptance and dismissal of complaints are coordinated with the Labor Counselors as prescribed by Army Regulation (AR) 690-600. All supervisors and managers have a critical element regarding EEO and Diversity in their performance standards. Supervisors and managers are evaluated on compliance with these standards.

All employees abide by LRD's anti-harassment policy, create a work environment that is free from harassment and promptly report any incidents of harassment. All employees are expected to promptly report any suspected retaliation for making a complaint or helping another employee make a complaint, participating in an inquiry into potential

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

violations of this anti-harassment policy, or opposing unlawful discrimination or harassment.

Challenges: N/A.

Accomplishments and Noteworthy Activities

Disabled Veteran Affirmative Action Plan (DVAAP):

Each District EEO Office establishes, coordinates, reports and monitors the Disabled Veterans Affirmative Action Program (DVAAP) Plan. The District EEO office is responsible for preparing the annual DVAAP's accomplishments report and certifying that a DVAAP plan is in place for the following fiscal year in accordance with the Office of Personnel Management requirements.

Commanders through their commitment and support by issuing policy statements supporting employment of disabled Veterans when he or she assumes Command. Managers and supervisors are responsible for considering and identifying positions and opportunities to utilize hiring authorities (competitive and non-competitive) to attract and hire disabled Veterans into the Civilian workforce. The Civilian Personnel Advisory Centers (CPACs) provide advice and assistance to managers/supervisors on hiring, restructuring or reshaping employment opportunities, as they arise.

The LRD continually seeks opportunities to attract, hire, train, and develop disabled Veteran. Managers, selection officials, and human resource officials are encouraged to utilize existing programs and special hiring authorities to noncompetitively appoint individuals with disabilities. Managers, supervisors, and selecting officials are strongly encouraged to open recruitment actions to the widest areas of consideration possible and to use the Veterans Recruitment Appointment, VEOA, the 30% or more compensable Veteran's appointment authority, and the Delegated Examining Authority.

The LRD continues to develop leaders with the ability to manage change, think strategically, and adhere to principles of EEO, diversity, and inclusion through strategic messaging, training, and educational programs. It challenges Veterans to actively seek educational opportunities through self-development, formal education, and local leadership development programs.

Supervisors and managers are apprised of affirmative employment goals outlined in the annual EEO MD 715. If necessary and where appropriate, the managers/supervisors are advised of the need to enhance advancement and training opportunities for individuals with disabilities (includes disabled Veterans) to overcome identified employment barriers. Army's mandatory web-based training course, "EEO, Anti-Harassment and No FEAR Act Training" has proven to be very popular and successful in training supervisors, managers, and employees.

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

For our supervisory and advanced journeyman job openings, we solicit applications from veterans via VRA, 30% vet, and VEOA. We have developed career maps and leadership development programs for all employees, of which veterans are a part. For our senior leader positions, we have developed a Managerial Situational Judgment Test, which is a scenario-based assessment of leadership decision-making ability. This MSJT was developed, in coordination with OPM, to assess candidates' abilities in eight core leadership competencies. This MSJT was developed, in coordination with OPM, to assess candidates' abilities in eight core leadership competencies. This process increases transparency for applicants and contributes to an overall higher level of engagement of our employees. Given the breadth and depth of leadership experience that many of our employees who are Veterans possess, this MSJT assessment has the potential to favorably impact Veteran selection for senior leader positions.

The LRD EEO office personnel work closely with managers and supervisors to restructure jobs, design bridge positions, develop and implement individual development plans. Alternative methods for placement allows for assignment in career-ladder positions and Cooperative Education Programs, and provides flexibility for supervisors to appoint and develop all Veterans.

Other tools utilized to promote and develop programs that assist the disabled Veteran are the career-merit promotion, intern, and apprenticeship announcements, which are publicized on web sites and posted on bulletin boards, one-stop-job information centers, kiosks and internet web pages, to name a few. Supervisors and managers are acquainted of the need to ensure equal opportunity in advancement and training programs for individuals with disabilities and the special-appointment authority criteria available for hiring individuals with disabilities.

Monitoring and evaluation are accomplished through the efforts of EEO Program Managers, Disability Program Managers and designated focal point coordinators who work on the disabled veterans' program. The program goal is to provide an informal opportunity for every district employee to develop their knowledge, skills, and capabilities by mentoring other district employees. These points of contact are responsible for networking with disabled veterans organizations, colleges, and trade schools to identify persons for employment. This is tracked through the districts monthly commander's update reviews.

The LRD tracks quarterly the subordinate commands' activity in bringing onboard Operation Warfighter interns and the number of WWs assisted in finding paid employment. We assign major subordinate command participation at WW/Vet career fairs.

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

The LRD's primary goal for FY 20, is that all LRD Districts utilize the BOXI to perform a comprehensive and recurring assessment of the success of the command's DVAAP. This assessment will determine if our current plan is sufficient to meet the spirit of the program and if any necessary changes or enhancements need to be made. The annual EEOC MD-715 Report, which also includes goals and action items related to the increase in recruitment of veterans, will also be refined to reflect the progress or lack thereof in veterans' participation rates.

The LRD's initiative to increase the availability of access to employment of our disabled Veterans is assisted by the annual enterprise barrier analysis. The LRD conducts the annual enterprise barrier analysis in accordance with U.S. Equal Employment Opportunity Commission's (EEOC) Management Directive 715 (MD 715). Its purpose is to identify, determine and/or contribute to any changes in the participation rates of Veterans in the permanent Civilian workforce. As part of this analysis, the LRD Districts conducted awareness and marketing campaigns aimed at promoting self-identification of persons with disabilities.

The transitioning of Soldiers is a high priority for Commanders and occurs throughout the Soldier's professional life. Soldiers begin formal transition awareness and education up to twelve months prior to separation from the Service, which provides them with resources and information on employment opportunities and quality of life choices available to them.

The Army's Hero 2 Hired (H2H) Program provides a resource to Soldiers and Family Members by connecting with potential employers and employment opportunities. H2H integrates an online capability with the Department of Veterans Affairs (VA) Employment Center (VEC) (<https://www.ebenefits.va.gov/ebenefits/jobs>). This supports the White House initiative to combine Federal efforts to hire Veterans under one web portal and strengthens interagency collaboration among the VA, DoD and Department of Labor.

EEO, Anti-Harassment and NoFEAR Training Course for Supervisors and Non-Supervisors: During FY 2014, the Department of the Army launched its mandatory on-line web-based EEO, Anti-Harassment and NoFEAR Training. Specific guidance, requirements and instructions to subordinate commands was issued via memorandum dated April 14, 2014 signed by the Acting Assistant Secretary of the Army (Manpower and Reserve Affairs). It is a mandatory annual training requirement for all Army civilian employees and military personnel who supervise civilian employees. As of September 30, 2019, over 4,453 (95%) employees and supervisors completed the course. The Goal for FY 2020 is to have 100% training certifications and completions for all civilian employees and supervisors (civilian and military).

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Affirmative Employment Program Integrated Process Team: The LRD Office of Diversity and Leadership attended the quarterly HQ DA level working group comprised of ACOMs preparers of the MD 715 Report.

LRD EEO COP's Accomplishments and Noteworthy Activities:

Huntington District:

Huntington District managers have been promoting STEM (Science, Technology, Engineering & Math) in local middle and high schools, Boy Scout troops and at Career Days, in an effort to recruit Engineers and Scientists in the future. One of the young students went to the Nationals as a Science Olympiad, another earned a merit badge in Robotics while being coached by an Engineering Division manager. The idea behind this approach is to grow our employees by playing a positive role in their education.

Employees talked to Marshall University students about career planning and Corps of Engineers career opportunities at a Pre-Employment Information and Planning Session sponsored by the Office of Intercultural Affairs and Office of Career Development at Marshall University. As a result, the district continued to build the partnering relationship between LRH and Marshall University. Field managers have attended various career fairs, made presentations to college classes and provided presentations to minority/under-privileged youth camp groups regarding employment with USACE. LRH staff participated in two veteran focused job and resource fairs during FY 19.

Huntington District employees participated in the Regional Qualifier for the First LEGO League (FLL). This qualifier advances four teams to the West Virginia State Tournament. "FIRST® LEGO® League introduces young people, ages 9 to 16 (grades 4-8), to the fun and excitement of science and technology while building self-confidence, knowledge, and valuable career and life skills. The program challenges kids to think like scientists and engineers. Alongside adult mentors, teams solve problems using engineering concepts, presentation techniques, and robots."

Buffalo District:

Hired a Workforce Recruitment Program (WRP) student for the summer FY19.

Use of EEO Office in LDP II to assist participants, including underrepresented populations, with interview and other skills needed to advance in the Agency.

Increased utilization of Pathways internships to increase number of underrepresented populations. Hiring officials and EEO worked together on outreach for Pathways positions to ensure wide distribution, advance notice, and information to assist candidates with applying for federal jobs. Key was outreach prior to the vacancy announcements issuing to ensure that positions identified as "building the bench"

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

reached widest audience and allowed time for interested candidates to work on their application materials.

Chicago District:

The Chicago District conducts a monthly Command Leadership development series; which is meant to ensure all employees have an opportunity to learn to lead at the Chicago District. Topics vary monthly based on feedback from the commander's survey in an effort to address systematic issues.

The Deputy Commander holds monthly "Coffee with the Commander" to build morale (discussing things we did well), address questions from employees and provide information regarding the direction of the district.

Members of Chicago Recruiting Team, visited career fairs at the following colleges: Alabama A&M (HBCU), Northwestern, UIC, Marquette University

The Small Business Office participated in local, regional, and national outreach events in FY19. Roles in these events included speaker, matchmaking/networking, and staffing USACE booths. Contractor participation in these events ranged from 35 to 3,000 individuals including representatives from both large and small business firms. In addition to these outreach events, Small Business also attended Industry Days. The project specific Industry Days generated interest in some of our high visibility projects which contributed to the projects being successfully awarded.

Detroit District:

The Detroit District attended the 2017 Women of Color (WOC) STEM Conference Career Fair which is held annually in October. The WOC STEM Conference helps women improve their education and careers in science, technology, engineering, and math fields. The 20-year-old conference opens up many opportunities for women of color to achieve their STEM goals and aspirations. It is noted that the District's attendance at this Career Fair resulted in the selection of a Hispanic female Physical Scientist, General Biological Science Major Occupational Series 0401. During FY-19, the district's team attended Career Fairs at the University of Minnesota, Walsh College (, Lawrence Technical University, Northern Michigan University, Michigan State University, University of Wisconsin, University of Toledo. The admission offices of each institution places emphasis on having a diverse student body. In an effort to keep the lines of communication open, the EEO Office sends letters to the local chapter of Minority Student Organizations (i.e. National Society of Black Engineers, Society of Women Engineers etc.) located at each school notifying that the district would be participating at the career fairs.

The Detroit District continued its partnership with Henry Ford High School's Detroit Area Pre-College Engineering Program (DAPCEP), hosting 25 students during National

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Engineers Week. This activity was led by the Engineering and Technical Services Division, and enabled college-bound, high school students and current college students to learn about possible careers available within the Corps through various presentations, a Q&A session, and a guided tour of the Detroit District's HQ Office; The Detroit District also continued its partnership with the Engineering Society of Detroit's Girls in Engineering Academy hosting students and faculty by sponsoring STEM related activities.

West Point Society LEAD Event – The West Point Society of Michigan is an organization which supports the goals and ideals of the United States Military Academy, assists in candidate recruiting efforts, and promotes the common bond shared by all West Point alumni. The event focuses on Leadership Ethics and Diversity in STEM (LEADS). The U.S. Army Corps of Engineers, Detroit District, provided a hands-on bridge building workshop during the West Point Society's annual LEADS workshop.

Louisville District:

Attendance at college career fairs across the area as well as outreach efforts were primarily directed towards first time Co-Ops from the University of Louisville, University of Kentucky and the University of Cincinnati where engineering students are available to work during spring and fall semesters.

Completed two STEM events with Fort Knox Schools, encouraging future generations of engineers.

Nashville District:

The District had another outstanding year in working with our local schools on advancing education and careers in Science, Technology, Engineering and Math (STEM). Our active partnerships with Stratford STEM Magnet High School, the Middle TN STEM Innovation Hub, and our Advancing Minorities' Interest in Engineering (AMIE) partner Tennessee State University (TSU) have provided a wider and more diverse network for the Corps message. Our Commander and Deputy Commander have joined district volunteers in participating in numerous activities (over 25) throughout this fiscal year.

Pittsburgh District:

Established a partnering relationship with two Historically Black Colleges and Universities (HBCUs); West Virginia State University and Lincoln University. Also scheduled follow up face to face meeting for November.

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Continued to support STEM through our partnership with the Bloomfield Garfield Corporation and the Pittsburgh School District.

The city of Pittsburgh hosted the 44th annual NSBE Career Fair where the District EEO Office was an essential part in USACE utilizing direct hire authorities to select future engineers.

Three Rivers Adaptive Sports association supports people with disabilities. After establishing a relationship with the district, they provided a guest speaker for the district's Disability awareness month. This organization provides sporting and recreational opportunities for people with disabilities and their families, and will be utilizing the District's recreational facilities at our lakes and reservoir projects for biking, boating, and other outdoor activities.

FY 2019 LRD Complaints Processing Program

As of 30 September 2019, all but one pre-complaint and one formal complaint was processed IAW Management Directive (MD) 110 and Army Regulation 690-600. Measures of weekly checks have been implemented to ensure future compliance.

Informal.

An informal complaint snapshot showed: (a) There were 30 informal complaints initiated during FY19; (b) There was three (3) complaint on-hand from the previous reporting period; (c) Complaints data showed there were 25 complaints counseled within 30 days; (d) five (5) were counseled within 31 through 90 days; (e) four (4) counseled within 90 days where ADR participants; (f) one (1) counseled within 31through 90 days that were untimely.

The average pre-complaint processing time from initial contact to informal closure was 19.9 days. The average days are in compliance with the processing timeline of 30 days, per AR 690-600 and Management Directive (MD) 110.

Formal.

A formal complaints snapshot showed: There were 47 formal complaints processed during FY19; (b) there were 17 complaints filed during FY19; (c) 30 formals on-hand at the beginning of FY19; and zero (0) Remands.

The average days of formal complaints processing time from receiving a formal complaints to accepting and/or dismissing and requesting an investigation is 9.38 days. The average days are in compliance with the processing timeline of 15 days, per AR 690-600 and Management Directive (MD) 110.

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End of year number of Formal complaints pending action: 34

| Top Bases | # of Complaints | # of Complainants | % of Complaints |
|-----------------------------|-----------------|-------------------|-----------------|
| Reprisal | 8 | 7 | 25.92% |
| Disability(Mental/Physical) | 6 | 6 | 22.22% |
| Age | 6 | 5 | 22.22% |
| Race (Black) | 3 | 2 | 11.11% |
| Sex (Female) | 2 | 2 | 7.40% |
| National Origin | 2 | 2 | 7.1%0 |
| | | | |

STRATEGY FOR FY 2020

The overarching strategy for FY 2019 is to continue LRD’s efforts to strengthen staff and command relationships through aggressive outreach, training and education. The following strategic objectives will result in continued progress for establishing and maintaining a “Model EEO Program”

- Establish LRD Diversity Council and Diversity Workgroup (TBD – per CEDL guidance)
- Collaborate with key stakeholders in support of Civilian Workforce Transformation initiatives with the ultimate goal of achieving greater diversity at all levels and developing senior civilians into enterprise leaders
- All LRD Districts will focus on building strategic partnerships for an effective barrier analysis through training, education, and collaboration with key stakeholders.
- All LRD Districts will develop a marketing tool to ensure that the Army’s Anti-Harassment Program and training requirements are communicated throughout

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

the enterprise to both military and civilian personnel regardless of supervisory or military status.

- Competency assessment and management of Career Program 28 will continue to be a primary focus during FY 2019 as well as ensuring ongoing professional development of EEO and diversity practitioners.
- All LRD Districts will engage in a robust effort to re-survey the workforce to ensure that civilian workforce demographics are accurately captured for EEO statistical reporting.

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715-01 Part F

**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT PROGRAMS**

I, Vidal B. Gray, Office of Diversity and Leadership, GS-0260-14 am the Principal EEO Director/Official for U.S. Army Corps of Engineers Great Lakes and Ohio River Division.

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.

VIDAL B. GRAY
Office of Diversity and Leadership
Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program
Status Report is in compliance with EEO MD-715.

Date

PAUL J. KREMER.
Colonel, USA
Deputy Commander
Signature of Agency Head or Agency Head Designee

9 December 2019
Date

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART G
Agency Self-Assessment Checklist

| 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 | | Measure Met? (Yes/No) | Comments |
|  Measures | | | |
| 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 comments column. [see MD-715, II(A)] | Y | |
| 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)] | Y | |
|  Compliance Indicator | A.2 - The agency has communicated EEO policies and procedures to all employees. | Measure Met? (Yes/No) | Comments |
|  Measures | | | 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)] | Y | |
| A.2.a.2 | Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)] | Y | |
| A.2.b | Does the agency prominently post the following information throughout the workplace and on its public website: | Y | |
| 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)] | Y | |
| A.2.b.2 | Written materials concerning the EEO program, laws, policy statements, and the operation of the | Y | |

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| | EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)] | | |
| 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 comments column. | Y | |
| A.2.c | Does the agency inform its employees about the following topics: | Y | |
| 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. | Y | |
| A.2.c.2 | ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often. | Y | |
| A.2.c.3 | Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often. | Y | |
| 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. | Y | |
| 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. | Y | |
|  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. | Y | |
| 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] | Y | |
| 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. | | | |
|  | B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to | Measure Met? | Comments |

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|  Compliance Indicator | effectively carry out a successful EEO program. | (Yes/No) | A "No" response to any measure in Part G is a program deficiency requiring a Part H. |
|  Measures | | | |
| 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)] | y | |
| 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. | Y | |
| 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)] | Y | |
| 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] | Y | |
| 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 comments column. | Y | |
| 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)] | y | |
|  Compliance Indicator | B.2 - The EEO Director controls all aspects of the EEO program. | Measure Met? (Yes/No) | Comments |
|  Measures | | | 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)] | y | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| B.2.b | Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)] | y | |
| 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.] | y | |
| 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] | y | |
| 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)] | y | |
| 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)] | y | |
|  Compliance Indicator | B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions. | Measure Met? (Yes/No) | Comments |
|  Measures | | | 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)] | y | |
| B.3.b | Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column. | N | Not Met: LRB, LRE and LRH (See Attached Part H) |
|  Compliance Indicator | 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. |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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|  Measures | | | |
| 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)] | y | |
| B.4.a.2 | to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)] | y | |
| 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)] | y | |
| 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 comments column. | y | |
| 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)] | N | Not Met: LRL and LRP (See Attached 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)] | y | |
| 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, III]. If not, please identify the systems with insufficient funding in the comments section. | Y | |
| 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] | y | |
| B.4.a.9 | to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer | y | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| | Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] | | |
| B.4.a.10 | to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)] | y | Not Met: LRB (LRB established Part H) |
| B.4.a.11 | to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)] | y | |
| 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)] | y | |
| B.4.c | Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)] | y | |
| 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? | y | |
| 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? | y | |
|  Compliance Indicator | B.5 - The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills. | Measure Met? | Comments |
|  Measures | | (Yes/No) | 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)] | y | |
| B.5.a.2 | Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)] | y | |
| B.5.a.3 | Anti-Harassment Policy? [see MD-715(II)(B)] | y | |
| 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)] | y | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| 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)] | y | |
|  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] | y | |
| B.6.b | Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I] | y | |
| 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] | y | |
| 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)] | N | Not Met: LRE and LRH (See Attached Part H) |
| 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. | Y | Not Met: LRP (LRP established Part H) |
| 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©(2)] If "yes", please provide the schedule for conducting audits in the comments section. | Y | Not Met: LRP (LRP established Part H) |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| 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)] | Y | |
|  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)] | Y | |
| 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] | Y | |
| 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)] | N | Not Met: LRH, LRL, and LRP (See Attached Part H) |
| 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)] | Y | |
| C.2.a.4 | Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.] | Y | |
| 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 <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please | Y | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| | provide the percentage of timely-processed inquiries in the comments column. | | |
| 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)] | Y | |
| 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)] | Y | |
| 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)] | Y | |
| 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)] | N | Not Met: LRB, LRE, and LRH (See Attached Part H) |
| 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)] | Y | |
| 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)] | Y | |
| 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 comments column. | Y | |
| 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)] | N | Not Met: LRB, LRE, LRL, and LRP (See Attached Part H) |
| 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 comments column. | N | Not Met: LRC, LRE, LRH, LRL and LRP (See Attached Part H) |
|  | 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. |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| Compliance Indicator | | | |
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|  | | | |
| Measures | | | |
| 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? | Y | |
| 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] | Y | |
| 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)] | Y | |
| C.3.b.3 | Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)] | Y | |
| C.3.b.4 | Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I] | Y | |
| C.3.b.5 | Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)] | Y | |
| C.3.b.6 | Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)] | Y | |
| C.3.b.7 | Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)] | Y | |
| C.3.b.8 | Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2] | Y | |
| 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)] | Y | |
| C.3.c | Does the EEO Director recommend to the agency head improvements or corrections, including | Y | |

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| | remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)] | | |
| 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)] | Y | |
|  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)] | N | Not Met: LRL and LRP (See Attached Part H) |
| 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] | Y | |
| 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.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)] | Y | Not Met: LRH (LRH established Part H) |
| 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)] | Y | |
| 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)] | Y | |
| C.4.e.2 | Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)] | Y | Not Met: LRE (LRE established Part H) |
| C.4.e.3 | Develop and/or provide training for managers and employees? [see MD-715, II(C)] | Y | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| C.4.e.4 | Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)] | Y | Not Met: LRE (LRE established Part H) |
| C.4.e.5 | Assist in preparing the MD-715 report? [see MD-715, II(C)] | Y | |
|  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 <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981) | Y | |
| 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. | Y | |
| 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)] | Y | |
|  Compliance Indicator  Measures | C.6 - The EEO office advises managers/supervisors on EEO matters. | Measure Met? (Yes/No) | Comments 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 comments column. | Y | |
| C.6.b | Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I] | Y | |
| Essential Element D: Proactive Prevention | | | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity. | | | |
|--|--|----------------------------------|--|
|  Compliance Indicator | D.1 - The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year. | Measure Met? (Yes/No) | Comments |
|  Measures | | | |
| D.1.a | Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I] | Y | |
| 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] | Y | |
| 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)] | N | Not Met: LRE and LRH (See Attached Part H) |
|  Compliance Indicator | D.2 - The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.) | Measure Met? (Yes/No) | Comments |
|  Measures | | | |
| D.2.a | Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)] | Y | |
| 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)] | Y | |
| 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)] | Y | |
| D.2.d | Does the agency regularly review the following sources of information to find barriers: | Y | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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|--|---|--|--|
| | 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 comments column. | | |
|  Compliance Indicator | D.3 - The agency establishes appropriate action plans to remove identified barriers. | Measure Met? (Yes/No) | Comments |
|  Measures | | | 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)] | Y | |
| 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)] | Y | |
| D.3.c | Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)] | Y | |
|  Compliance Indicator | D.4 - The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities | Measure Met? (Yes/No) | Comments |
|  Measures | | | 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. | Y | Not Met: LRH (LRH established Part H) |
| 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)] | Y | |
| 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)] | Y | |
| D.4.d | Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities | Y | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| | employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)] | | |
| 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 | 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. |
|  Measures | | | |
| E.1.a | Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105? | Y | |
| 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)? | Y | |
| E.1.c | Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)? | Y | |
| 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. | Y | |
| 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)? | Y | |
| E.1.f | Does the agency timely complete investigations, pursuant to 29 CFR §1614.108? | Y | |
| 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)? | Y | |
| 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)? | Y | |
| 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)? | Y | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| 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 comments column. | Y | |
| E.1.k | If the agency uses 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)] | Y | |
| 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)] | Y | |
|  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)] | Y | |
| 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 comments column. | Y | |
| 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)] | Y | |
| 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)] | Y | |
| E.2.e | If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004) | Y | |

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

|  Compliance Indicator | E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program. | Measure Met? (Yes/No) | Comments |
|--|---|----------------------------------|--|
|  Measures | | | |
| | | | 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)] | Y | |
| 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)] | Y | |
| E.3.c | Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)] | Y | |
| 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)] | Y | |
| 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)] | Y | |
| E.3.f | Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)] | Y | |
|  Compliance Indicator | E.4 - The agency has effective and accurate data collection systems in place to evaluate its EEO program. | Measure Met? (Yes/No) | Comments |
|  Measures | | | |
| | | | 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)] | Y | |
| E.4.a.2 | The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)] | Y | |
| E.4.a.3 | Recruitment activities? [see MD-715, II(E)] | Y | |

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| 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)] | Y | In FY 2019, HQ DA OD&L did not provide Applicant Flow Data. |
| E.4.a.5 | The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)] | Y | |
| 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] | Y | |
| 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] | Y | |
|  Compliance Indicator  Measures | E.5 - The agency identifies and disseminates significant trends and best practices in 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.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. | Y | |
| 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. | Y | |
| 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)] | Y | |
| 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. | | | |
|  Compliance Indicator  Measures | 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 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 | Y | |

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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| | with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)] | | |
| 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)] | Y | |
| F.1.c | Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)] | Y | |
| F.1.d | Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)] | Y | |
| F.1.e | When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)] | Y | |
|  Compliance Indicator | 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. |
|  Measures | | | |
| F.2.a | Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)] | Y | |
| 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)] | Y | |
| 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] | Y | |
| 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)] | Y | |
| F.2.a.4 | Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance? | Y | |
|  Compliance Indicator | 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. |

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

|  Measures | | | |
|--|---|------------|--|
| 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)] | N/A | HQ Army EEOCCR submits to EEOC an accurate and complete No FEAR Act report |
| F.3.b | Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)] | N/A | Starting FY 2020 commands will timely post on its public webpage its quarterly No FEAR Act data |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|---|--|
| Essential Element B: Integration of EEO into the agency's Strategic Mission | Does the agency's current strategic plan reference EEO/diversity and inclusion principles? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|--|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All Districts will establish strategic plan to reference EEO/Diversity and Inclusion Principles. | 09/30/2020 | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|---|--|
| EEO, Senior Leaders, HR, and Managers/Supervisors | All District EEO Offices, Senior Leaders, HR and Managers/Supervisors | No. |
| | | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|------------------------------------|--|--|--------------------------------------|--|
| 09/30/2019 | All Districts will establish strategic plan to reference EEO/Diversity and Inclusion Principles. | Yes. | | |
| | | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|---|---|
| Essential Element B: Integration of EEO into the agency's Strategic Mission | The agency has sufficient budget and staffing to support the success of its EEO program to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All Districts will provide sufficient budget and staffing to support the success of its EEO program to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable. | 09/30/2020 | | |
| | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|------------------------|--|--|
| EEO and Senior Leaders | All District EEO Offices and Senior Leaders. | No. |
| | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|---|---|----------------------------------|------------------------------------|
| 09/30/2019 | All Districts will provide sufficient budget and staffing to support the success of its EEO program to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable. | Yes. | | |
| | | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|-----------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|---|--|
| Essential Element B: Integration of EEO into the agency's Strategic Mission | Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All District senior managers will successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans. | 09/30/2020 | | |
| | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|------------------------|--|--|
| EEO and Senior Leaders | All District EEO Offices and Senior Leaders. | No. |
| | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|------------------------------------|---|--|--------------------------------------|--|
| 09/30/2019 | All District senior managers will successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans. | Yes. | | |
| | | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|--|---|
| Essential Element C: Management and Program Accountability | Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All Districts will establish a firewall between the Anti-Harassment Coordinator and the EEO Director. | 09/30/2020 | | |
| | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|------------------------|--|--|
| EEO and Senior Leaders | All District EEO Offices and Senior Leaders. | No. |
| | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|------------------------------------|---|--|--------------------------------------|--|
| 09/30/2019 | All Districts will establish a firewall between the Anti-Harassment Coordinator and the EEO Director. | Yes. | | |
| | | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|--|--|
| Essential Element C: Management and Program Accountability | Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|--|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All Districts will establish a firewall between the Reasonable Accommodation Program Manager and the EEO Director. | 09/30/2020 | | |
| | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|------------------------|--|--|
| EEO and Senior Leaders | All District EEO Offices and Senior Leaders. | No. |

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|---|-------------------------------|---------------------------------|
| 09/30/2019 | All Districts will establish a firewall between the Reasonable | Yes. | | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|------------------------------------|---|--|--------------------------------------|--|
| | Accommodation Program Manager and the EEO Director. | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|--|---|
| Essential Element C: Management and Program Accountability | 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? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All Districts will establish procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards. | 09/30/2020 | | |
| | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|------------------------|--|--|
| EEO and Senior Leaders | All District EEO Offices and Senior Leaders. | No. |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|------------------------------------|---|--|--------------------------------------|--|
| 09/30/2019 | All Districts will establish procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards. | Yes. | | |
| | | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|--|---|
| Essential Element C: Management and Program Accountability | Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|--|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All Districts will post its procedures for processing requests for Personal Assistance Services on its public website. | 09/30/2020 | | |
| | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|------------------------|--|--|
| EEO and Senior Leaders | All District EEO Offices and Senior Leaders. | No. |

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|---|---|-------------------------------|---------------------------------|
| 09/30/2019 | All Districts will post its procedures for processing requests for Personal | | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|------------------------------------|--|--|--------------------------------------|--|
| | Assistance Services on its public website. | Yes. | | |
| | | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|--|--|
| Essential Element C: Management and Program Accountability | 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? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|--|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All Districts HR Director and the EEO Director will meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives. | 09/30/2020 | | |
| | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|-------------------------|---|--|
| EEO and Human Resources | All District EEO Offices and Human Resources. | No. |
| | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|------------------------------------|--|--|--------------------------------------|--|
| 09/30/2019 | All Districts HR Director and the EEO Director will meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives. | Yes. | | |
| | | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|---|---|
| Essential Element D: Proactive Prevention | 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? |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|--|-----------------------------|-------------------------------|--------------------------------|
| 10/05/2019 | All Districts will 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. | 09/30/2020 | | |
| | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|-------------------------|---|--|
| EEO and Human Resources | All District EEO Offices and Human Resources. | No. |
| | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---|---|---|
| 09/30/2019 | All Districts will 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. | Yes. | | |
| | | | | |

715 - PART H
EEO Plan To Attain the Essential Elements of a Model EEO Program

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - Part I
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 hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration of two or more races contribute to the less than expected participation rates. | FY 2019 BOXI Query (MD 715 Reporter Data Tables Not Available) | At the end of FY 2019, the participation rate of Women (25.94%) is less than expected based upon the National Civilian Labor Force of 46.80%. |

EEO Group(s) Affected by Trigger (Check)

| | | |
|--|-------------------------------------|---|
| <input type="checkbox"/> All Men | <input checked="" type="checkbox"/> | All Women |
| <input type="checkbox"/> Hispanic or Latino Males | | Hispanic or Latino Females |
| <input type="checkbox"/> White Males | | White Females |
| <input type="checkbox"/> Black or African American Males | | Black or African American Females |
| <input type="checkbox"/> Asian Males | | Asian Females |
| <input type="checkbox"/> Native Hawaiian or Other Pacific Islander Males | | Native Hawaiian or Other Pacific Islander Females |
| <input type="checkbox"/> American Indian or Alaska Native Males | | American Indian or Alaska Native Females |
| <input type="checkbox"/> Two or More Races Males | | Two or More Races Females |

Barrier Analysis Process

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---------------------------------------|
| Workforce Data Tables | Yes | FY 2019 BOXI Query |
| Complaint Data (Trends) | Yes | FY 2019 iComplaints 462 Report |
| Grievance Data (Trends) | Yes | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | N/A | |
| Climate Assessment Survey (e.g., FEVS) | Yes | FY 2019 LRD FEVS |
| Exit Interview Data | Yes | |
| Focus Groups | Yes | |
| Interviews | Yes | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | N/A | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| Yes | Yes |

Statement of Identified Barrier(s)

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| |
|---|
| Description of Policy, Procedure, or Practice |
| The hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration of two or more races contribute to the less than expected participation rates. |

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) |
|---|--|-------------------------------------|---|---------------------------------------|--|
| Develop an effective strategic plan to increase the Women applicant pool and participation rates in the total LRD civilian workforce. | 9/30/2017 | 9/30/2022 | Yes (HQ DA OD&L Provide Applicant Flow Data) | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|-------------|--|
| LRD EEO Offices, Federal Women's Program Manager, CPAC & HR, and Hiring Managers | | No. |

Planned Activities Toward Completion of Objective

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|---|---------------------------------------|---|
| 09/30/2019 | Obtain Applicant Flow Data from HQ DA OD&L. | | |
| 09/30/2022 | Develop an effective plan and strategy in coordination with LRD EEO Offices, HR, and CPAC for recruitment and retention of Women where the participation rates are less than expected. Each District will review, analyze and report out on the effectiveness of recruitment initiatives, retention, and attrition quarterly. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|--|
| FY 2019 | Re-surveyed (twice) the workforce to accurately capture Ethnicity Race Identification. |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - Part I
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 |
|---|---|---|
| <p>The absence of an integrated, centralized, standard way to develop senior civilians into Enterprise Leaders and prepare them to assume positions with greater responsibility has been an issue for the Army for many years. While some progress has been made in that area, it is anticipated that it will take many years before any measurable, tangible results are identified.</p> | <p>FY 2019 BOXI Query (MD 715 Reporter Data Tables Not Available)</p> | <p>With the exception of Whites and Males, BOXI data indicates the participation rate of Women and all other Ethnic and Racial groups at the Senior Executive Level and high grades (GS 13-15) are less than expected as compared to their participation rate in the workforce.</p> |

EEO Group(s) Affected by Trigger (Check)

| | | | |
|---|---|---|---|
| | All Men | X | All Women |
| X | Hispanic or Latino Males | X | 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 |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---------------------------------------|
| Workforce Data Tables | Yes | FY 2019 BOXI Query |
| Complaint Data (Trends) | Yes | FY 2019 iComplaints 462 Report |
| Grievance Data (Trends) | Yes | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | N/A | |
| Climate Assessment Survey (e.g., FEVS) | Yes | FY 2019 LRD FEVS |
| Exit Interview Data | Yes | |
| Focus Groups | Yes | |
| Interviews | Yes | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | N/A | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| Yes | Yes |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Statement of Identified Barrier(s)

| Description of Policy, Procedure, or Practice |
|--|
| The absence of an integrated, centralized, standard way to develop senior civilians into Enterprise Leaders and prepare them to assume positions with greater responsibility has been an issue for the Army for many years. While some progress has been made in that area, it is anticipated that it will take many years before any measurable, tangible results are identified. |
| |

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) |
|--|--------------------------------|-----------------------------|---|-------------------------------|-----------------------------------|
| With the launch and implementation of Army Directive 2012-09, Department of the Army Senior Enterprise Talent Management (SETM) and Enterprise Talent Management (ETM) Programs, it is anticipated that an increase in quality applications for positions in the Senior Executive Service and Grades 13-15 will be realized. | 10/13/2017 | 9/30/2022 | Yes | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|------|---|
| EEO Offices, Senior Leaders, Career Program Managers, HR/WFMGT/CPAC, and Hiring Managers | | No. |
| | | |

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|-------------------------------|---------------------------------|
| 9/30/2022 | Conduct briefings with the Functional Chiefs of each Career Program in an effort to collaborate on an action plan to eliminate barriers to diversity; provide demographics for each career program and challenges. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|--|
| FY 2019 | SETM Action Plan/Goal 1 - Communicated to Army Senior Leaders the importance of and expectations for developing Civilian employees with diverse talent from diverse backgrounds. |
| FY 2019 | SETM Action Plan/Goal 2 - Developed and procured leaders who are mentors and are committed to developing the diverse talent of junior leaders. |
| FY 2019 | SETM Action Plan/Goal 3 Continual evaluation of talent management programs for potential policy/procedures improvement and implementation of necessary improvement. |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - Part I
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 |
|---|--|---|
| Attitudinal and physical barriers due to lack of awareness and lack of a Strategic Communication Plan to recruit and retain IWTDs. Underutilization of Schedule A Hiring Authorities. | FY 2019 BOXI Query (MD 715 Reporter Data Tables Not Available) | At the end of FY 2019, the 0.43% participation rate of Persons with Targeted Disabilities (PWTDs) is less than expected compared to the DoD and Federal Goal of 2%. |

EEO Group(s) Affected by Trigger (Check)

| | | | |
|---|---|---|---|
| X | All Men | X | All Women |
| | Hispanic or Latino Males | | 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 |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---------------------------------------|
| Workforce Data Tables | Yes | FY 2019 BOXI Query |
| Complaint Data (Trends) | Yes | FY 2019 iComplaints 462 Report |
| Grievance Data (Trends) | Yes | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | N/A | |
| Climate Assessment Survey (e.g., FEVS) | Yes | FY 2019 LRD FEVS |
| Exit Interview Data | Yes | |
| Focus Groups | Yes | |
| Interviews | Yes | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | N/A | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| Yes | Yes |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Statement of Identified Barrier(s)

| |
|---|
| Description of Policy, Procedure, or Practice |
| Attitudinal and physical barriers due to lack of awareness and lack of a Strategic Communication Plan to recruit and retain PWTDS. Underutilization of Schedule A Hiring Authorities. |
| |

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 PWTDS to 2% to support DoD employment goals and objectives. | 9/29/2017 | 9/30/2022 | Yes | | |
| | | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|-------------|--|
| EEO Offices, Senior Leaders, Career Program Managers, HR/WFMGT/CPAC, and Hiring Managers | | No. |
| | | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---------------------------------------|---|
| 09/30/2019 | Improve upon strategic communication plan to recruit and retain PWTDs. Focus on utilizing Schedule A Hiring Authorities. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|---|
| FY 2019 | Developed and implemented DCPDS record validation to improve DCPDS reporting (i.e. institutional policy development and DCPDS enhancements to facilitate ease of reporting). |
| FY 2019 | Increased awareness through education and training. Conducted training for managers, supervisors, and employees on the following: Command support of IWTDs, management's roles and responsibilities under EEOC MDs, value of self-identification (SF 181s and 256s), MY BIZ codes and definitions, Schedule A Appointing Authorities, WRP and Reasonable Accommodation. Included IWTd training/education as part of all institutional military/civilian leadership training and civilian personnel functional training. |
| FY 2019 | Tracked, monitored and provided oversight of Command support, community outreach, inclusion of IWTDs in plain language on job announcements, re-survey of the workforce semi-annually, Schedule A hiring authorities and facility accessibility. |
| FY 2019 | Develop strategic communication plan to attract, recruit and retain IWTDs. |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - Part I
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 hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration of two or more races contribute to the less than expected participation rates. | FY 2019 BOXI Query (MD 715 Reporter Data Tables Not Available | A the end of FY 2019, the participation rate of Hispanic Men and Women (1.59%) is less than expected based upon the National Civilian Labor Force of 10.70%. |

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 |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---------------------------------------|
| Workforce Data Tables | Yes | FY 2019 BOXI Query |
| Complaint Data (Trends) | Yes | FY 2019 iComplaints 462 Report |
| Grievance Data (Trends) | Yes | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | N/A | |
| Climate Assessment Survey (e.g., FEVS) | Yes | FY 2019 LRD FEVS |
| Exit Interview Data | Yes | |
| Focus Groups | Yes | |
| Interviews | Yes | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | N/A | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| Yes | Yes |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Statement of Identified Barrier(s)

| |
|---|
| Description of Policy, Procedure, or Practice |
| The hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration of two or more races contribute to the less than expected participation rates. |
| |

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) |
|--|--|-------------------------------------|---|---------------------------------------|--|
| Develop an effective strategic plan to increase the Hispanic and Latino applicant pool and participation rates in the total Army civilian workforce. | 10/13/2017 | 9/30/2022 | Yes (HQ DA OD&L Provide Applicant Flow Data in FY 2019) | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|-------------|--|
| EEO Offices, Senior Leaders, Career Program Managers, HR/WFMGT/CPAC, and Hiring Managers | | No. |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---------------------------------------|---|
| 09/30/2019 | Upon obtaining Applicant Flow Data from HQ DA OD&L, Develop an effective strategic plan to increase the Hispanic and Latino applicant pool and participation rates in the total Army civilian workforce. | | |
| | | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|---|
| FY 2019 | Developed outreach strategy in partnership with organizations such as LULAC, IMAGE, MAES and HSI Summit and other Hispanic affinity groups. |
| FY 2019 | Re-surveyed the workforce. |
| FY 2019 | Developed a plan to establish Hispanic Employment Program throughout the LRD. |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - Part I
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 hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration contributes to the less than expected participation rates. | FY 2019 BOXI Query (MD 715 Reporter Data Tables Not Available) | At the end of FY 2019, the participation rate of Black Men and Women (5.20%) is less than expected based upon the National Civilian Labor Force of 10.50%. |

EEO Group(s) Affected by Trigger (Check)

| | | | |
|---|---|---|---|
| | All Men | | All Women |
| | Hispanic or Latino Males | | Hispanic or Latino Females |
| | White Males | | White Females |
| X | Black or African American Males | X | 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 |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---------------------------------------|
| Workforce Data Tables | Yes | FY 2019 BOXI Query |
| Complaint Data (Trends) | Yes | FY 2019 iComplaints 462 Report |
| Grievance Data (Trends) | Yes | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | N/A | |
| Climate Assessment Survey (e.g., FEVS) | Yes | FY 2019 LRD FEVS |
| Exit Interview Data | Yes | |
| Focus Groups | Yes | |
| Interviews | Yes | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | N/A | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| Yes | Yes |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Statement of Identified Barrier(s)

| |
|---|
| Description of Policy, Procedure, or Practice |
| The hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration contributes to the less than expected participation rates. |

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) |
|---|--------------------------------|-----------------------------|---|-------------------------------|-----------------------------------|
| Develop an effective strategic plan to increase the Black Men and Women applicant pool and participation rates in the total LRD civilian workforce. | 9/28/2019 | 9/30/2022 | Yes (HQ DA OD&L Provide Applicant Flow Data in FY 2019) | | |
| | | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|------|---|
| EEO Offices, Senior Leaders, Career Program Managers, HR/WFMGT/CPAC, and Hiring Managers | | No. |

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---------------------------------------|---|
| 9/30/2019 | Obtain Applicant Flow Data from HQ DA OD&L. | | |
| 9/30/2019 | Develop an effective plan and strategy in coordination with EEO, CSLMO, HR, FCRs, and CHRA for recruitment and retention of Black Men and Women where the participation rates are less than expected. Each District will review, analyze and report out on the effectiveness of recruitment initiatives, retention, and attrition quarterly. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|--|
| FY 2019 | Re-surveyed the workforce to accurately capture Ethnicity Race Identification. |
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - Part I
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 hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration contributes to the less than expected participation rates. | FY 2019 BOXI Query (MD 715 Reporter Data Tables Not Available) | At the ends of FY 2019, the participation rate of Asian Men and Women (1.14%) is less than expected based upon the National Civilian Labor Force of 3.60%. |

EEO Group(s) Affected by Trigger (Check)

| | | | |
|---|---|---|---|
| | All Men | | All Women |
| | Hispanic or Latino Males | | Hispanic or Latino Females |
| | White Males | | White Females |
| | Black or African American Males | | Black or African American Females |
| X | Asian Males | X | 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 |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---------------------------------------|
| Workforce Data Tables | Yes | FY 2019 BOXI Query |
| Complaint Data (Trends) | Yes | FY 2019 iComplaints 462 Report |
| Grievance Data (Trends) | Yes | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | N/A | |
| Climate Assessment Survey (e.g., FEVS) | Yes | FY 2019 LRD FEVS |
| Exit Interview Data | Yes | |
| Focus Groups | Yes | |
| Interviews | Yes | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | N/A | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| Yes | Yes |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Statement of Identified Barrier(s)

| |
|---|
| Description of Policy, Procedure, or Practice |
| The hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration contributes to the less than expected participation rates. |

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) |
|---|--|-------------------------------------|---|---------------------------------------|--|
| Develop an effective strategic plan to increase the Asian Men and Women applicant pool and participation rates in the total LRD civilian workforce. | 9/28/2019 | 9/30/2022 | Yes (HQ DA OD&L Provide Applicant Flow Data in FY 2019) | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|-------------|--|
| EEO Offices, Senior Leaders, Career Program Managers, HR/WFMGT/CPAC, and Hiring Managers | | No. |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---------------------------------------|---|
| 09/30/2019 | Obtain Applicant Flow Data from HQ DA OD&L. | | |
| 09/30/2019 | Re-survey the workforce to accurately capture Ethnicity Race Identification. | | |
| 09/30/2019 | Develop an effective plan and strategy in coordination with EEO, CSLMO, HR, FCRs, and CHRA for recruitment and retention of Asian Men and Women where the participation rates are less than expected. Each District will review, analyze and report out on the effectiveness of recruitment initiatives, retention, and attrition quarterly. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - Part I
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 hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration contributes to the less than expected participation rates. | FY 2019 BOXI Query (MD 715 Reporter Data Tables Not Available) | At the end of FY 2019, the participation rate of Native Hawaiian or Pacific Islander Men and Women (.13%) is less than expected based upon the National Civilian Labor Force of .20%. |

EEO Group(s) Affected by Trigger (Check)

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

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---------------------------------------|
| Workforce Data Tables | Yes | FY 2019 BOXI Query |
| Complaint Data (Trends) | Yes | FY 2019 iComplaints 462 Report |
| Grievance Data (Trends) | Yes | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | N/A | |
| Climate Assessment Survey (e.g., FEVS) | Yes | FY 2019 LRD FEVS |
| Exit Interview Data | Yes | |
| Focus Groups | Yes | |
| Interviews | Yes | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | N/A | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| Yes | Yes |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Statement of Identified Barrier(s)

| |
|---|
| Description of Policy, Procedure, or Practice |
| The hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration contributes to the less than expected participation rates. |

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) |
|---|--|-------------------------------------|--|---------------------------------------|--|
| Develop an effective strategic plan to increase the Native Hawaiian or Pacific Islander Men and Women applicant pool and participation rates in the total LRD civilian workforce. | 10/05/2019 | 09/30/2022 | Yes (HQ DA OD&L Provide Applicant Flow Data in FY 2019) | | |
| | | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|-------------|---|
| EEO Offices, Senior Leaders, Career Program Managers, HR/WFMGT/CPAC, and Hiring Managers | | No. |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---------------------------------------|---|
| 09/30/2019 | Obtain Applicant Flow Data from HQ DA OD&L. | | |
| 09/30/2019 | Re-survey the workforce to accurately capture Ethnicity Race Identification. | | |
| 09/30/2019 | Develop an effective plan and strategy in coordination with EEO, CSLMO, HR, FCRs, and CHRA for recruitment and retention of Native Hawaiian or Pacific Islander Men and Women where the participation rates are less than expected. Each District will review, analyze and report out on the effectiveness of recruitment initiatives, retention, and attrition quarterly. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

715 - Part I
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 hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration contributes to the less than expected participation rates. | FY 2019 BOXI Query (MD 715 Reporter Data Tables Not Available) | At the end of FY 2019, the participation rate of Two or More Races Men and Women (1.18%) is less than expected based upon the National Civilian Labor Force of 1.60%. |

EEO Group(s) Affected by Trigger (Check)

| | | | |
|---|---|---|---|
| | All Men | | All Women |
| | Hispanic or Latino Males | | 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 |
| x | Two or More Races Males | x | Two or More Races Females |

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---------------------------------------|
| Workforce Data Tables | Yes | FY 2019 BOXI Query |
| Complaint Data (Trends) | Yes | FY 2019 iComplaints 462 Report |
| Grievance Data (Trends) | Yes | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | N/A | |
| Climate Assessment Survey (e.g., FEVS) | Yes | FY 2019 LRD FEVS |
| Exit Interview Data | Yes | |
| Focus Groups | Yes | |
| Interviews | Yes | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | N/A | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| Yes | Yes |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Statement of Identified Barrier(s)

| |
|---|
| Description of Policy, Procedure, or Practice |
| The hiring process, recruitment practices, retention, cultural/attitudinal barriers, and lack of consideration contributes to the less than expected participation rates. |

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) |
|---|--|-------------------------------------|--|---------------------------------------|--|
| Develop an effective strategic plan to increase the Two or More Races Men and Women applicant pool and participation rates in the total LRD civilian workforce. | 10/05/2019 | 9/30/2022 | Yes (HQ DA OD&L Provide Applicant Flow Data in FY 2019) | | |
| | | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|-------------|---|
| EEO Offices, Senior Leaders, Career Program Managers, HR/WFMGT/CPAC, and Hiring Managers | | No. |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|---|---------------------------------------|---|
| 09/30/2019 | Obtain Applicant Flow Data from HQ DA OD&L. | | |
| 09/30/2019 | Re-survey the workforce to accurately capture Ethnicity Race Identification. | | |
| 09/30/2019 | Develop an effective plan and strategy in coordination with EEO, CSLMO, HR, FCRs, and CHRA for recruitment and retention of Tw or More Races Men and Women where the participation rates are less than expected. Each District will review, analyze and report out on the effectiveness of recruitment initiatives, retention, and attrition quarterly. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|------------------------|
| | |

EEOC FORM
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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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 PWD 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 |
| Information is based on Self-Identification. | | | | |

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD 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 |
| Information is based on Self-Identification. | | | | |

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

Provided "State of the Agency" and "Disabled Veteran Affirmative Action Plan" (DVAAP) briefings/reports to senior leadership and Human Resources.

Uploaded the MD 715 Report on the LRD EEO portal.

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.

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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 | X | No | |
| <p>The LRD has 24 Human Resources Specialists who are responsible for processing all applicants that apply through USA Jobs. Processing applications/applicants is a part of the advisory services provided within CPAC that falls under the Staffing/Recruitment and Placement function (major duty) that is conducted at least 70% of the time.</p> | | | | |

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 PWTB | 24 | N/A | N/A | CPAC |
| Answering questions from the public about hiring authorities that take disability into account | 24 | N/A | N/A | Civilian Personnel Advisory Center /Human Resources |
| Processing reasonable accommodation requests from applicants and employees | 7 | N/A | N/A | EEO District Officers (Ms. Phillips – LRB, Ms. Stovall – LRC, Ms. Stevenson – LRE, Ms. Baker – LRH, Mr. Burse – LRL, Ms. Coleman – LRN, and Mr. Turner - LRP |
| Section 508 Compliance | 1 | N/A | N/A | EEO District Officers (Ms. Phillips – LRB, Ms. Stovall – LRC, Ms. Stevenson – LRE, Ms. Baker – LRH, Mr. Burse – LRL, Ms. Coleman – LRN, and Mr. Turner - LRP |
| Architectural Barriers Act (ABA) Compliance | 1 | N/A | N/A | EEO District Officers (Ms. Phillips – LRB, Ms. Stovall – LRC, Ms. Stevenson – LRE, Ms. Baker – LRH, |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| Disability Program Task | # of FTE Staff by Employment Status | | | Responsible Official (Name, Title, Office, Email) |
|---|-------------------------------------|-----------|-----------------|---|
| | Full Time | Part Time | Collateral Duty | |
| | | | | Mr. Burse – LRL, Ms. Coleman – LRN, and Mr. Turner – LRP |
| Special Emphasis Program for PWD and PWTD | 1 | N/A | N/A | EEO District Officers (Ms. Phillips – LRB, Ms. Stovall – LRC, Ms. Stevenson – LRE, Ms. Baker – LRH, Mr. Burse – LRL, Ms. Coleman – LRN, and Mr. Turner – LRP) |

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 | | No | X |
| No, however, DPM's are encouraged to attend DEOMI's Disability Program Managers training. USACE's updated RA SOP requires DPMs to attend DEOMI's DPM Course. For FY 19, USACE will provide training on RA procedures and role of a DPM. | | | | |

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 | X | No | |
| | | | | |

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.

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Our application/recruitment platform (USA Jobs) flags applicants that apply under disability-specific appointing authorities.

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 PWTB for positions in the permanent workforce.

LRD utilizes Schedule A.

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 on USA Jobs or inquires directly to us, we verify that they meet the eligibility (e.g. For Schedule A, we verify records, statements, or other appropriate information issued by a licensed medical professional (e.g., a physician or other medical professional duly certified by a State, the District of Columbia, or a U.S. territory, to practice medicine); or a licensed vocational rehabilitation specialist (State or private); or a Federal agency, State agency, or an agency of the District of Columbia or a U.S. territory that issues or provides disability benefits. Once we verify eligibility, we forward to the selecting official for consideration.

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 |
|--|-----|----|---|
| Hiring managers are provided an overview of hiring authorities during their first year of employment as supervisors during the HR for Supervisors course. In addition, hiring authorities are discussed during the strategic recruitment discussions that take place between managers and HR Specialists prior to recruitment of their vacant positions. | | | x |

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 PWTB, in securing and maintaining employment.

LRD partners with the Wounded Warrior (WW) program. Managers and hiring officials receive the information to consider restructuring jobs to attract candidates and/or utilize the non-competitive hiring authorities for qualified WWs into positions that are matched with skill, competency and experience. The Army's Hero 2 Hired (H2H) Program provides a resource to Soldiers and Family Members by connecting with potential employers and employment opportunities. H2H integrates an online capability with the Department of Veterans Affairs (VA) Employment Center (VEC) (<https://www.ebenefits.va.gov/ebenefits/jobs>).

C. Progression Towards Goals (Recruitment and Hiring)

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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 | | No | |
| b. New Hires for Permanent Workforce (PWTD) | Yes | | No | |
| In FY 2019, Applicant Flow data was not provided by HQ DA OD&L. | | | | |

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 | | No | |
| b. New Hires for MCO (PWTD) | Yes | | No | |
| In FY 2019, Applicant Flow data was not provided by HQ DA OD&L. | | | | |

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 | | No | |
| b. Qualified Applicants for MCO (PWTD) | Yes | | No | |
| In FY 2019, Applicant Flow data was not provided by HQ DA OD&L. | | | | |

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 | | No | |
| b. Promotions for MCO (PWTD) | Yes | | No | |
| In FY 2019, Applicant Flow data was not provided by HQ DA OD&L. | | | | |

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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.

A. Advancement Program Plan

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

LRD continues to offer career development opportunities to all employees via non-competitive details and promotions, e.g., career-ladder positions; competitive details and merit promotions.

B. Career Development Opportunities

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

LDP: Encouraged to conduct LDP plan, various detail assignments. To include employees with disabilities.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2019 MD 715 report, which is due on February 28, 2020.]

| Career Development Opportunities | Total Participants | | PWD | | PWTB | |
|----------------------------------|---|---|---|---|---|---|
| | Applicants (#) | Selectees (#) | Applicants (%) | Selectees (%) | Applicants (%) | Selectees (%) |
| Internship Programs | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. |
| Fellowship Programs | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. |
| Mentoring Programs | Applicant Flow data was not provided |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| | by HQ DA OD&L. |
|-----------------------------------|---|---|---|---|---|---|
| Coaching Programs | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. |
| Training Programs | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. |
| Detail Programs | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. |
| Other Career Development Programs | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. | Applicant Flow data was not provided by HQ DA OD&L. |

3. Do triggers exist for PWD 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 | | No | |
| b. Selections (PWD) | Yes | | No | |
| In FY 2018, Applicant Flow data was not provided by HQ DA OD&L. | | | | |

4. Do triggers exist for PWTD 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.

| | | | | |
|----------------------|-----|--|----|--|
| a. Applicants (PWTD) | Yes | | No | |
| b. Selections (PWTD) | Yes | | No | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.

C. 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.

| | | | | |
|---|-----|--|----|---|
| a. Awards, Bonuses, and Incentives (PWD) | Yes | | No | x |
| b. Awards, Bonuses, and Incentives (PWTD) | Yes | | No | x |
| | | | | |

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.

| | | | | |
|-------------------------|-----|--|----|---|
| a. Pay Increases (PWD) | Yes | | No | x |
| b. Pay Increases (PWTD) | Yes | | No | x |
| | | | | |

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.

| | | | | |
|--------------------------------------|-----|--|----|---|
| a. Other Types of Recognition (PWD) | Yes | | No | x |
| b. Other Types of Recognition (PWTD) | Yes | | No | x |
| | | | | |

D. Promotions

1. Does your agency have a trigger involving PWD 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 (PWD) | Yes | | No | |
|--------|--|-----|--|----|--|

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| | | | | | |
|----------------|--|-----|--|----|--|
| | ii. Internal Selections (PWD) | Yes | | No | |
| b. Grade GS-15 | i. Qualified Internal Applicants (PWD) | Yes | | No | |
| | ii. Internal Selections (PWD) | Yes | | No | |
| c. Grade GS-14 | i. Qualified Internal Applicants (PWD) | Yes | | No | |
| | ii. Internal Selections (PWD) | Yes | | No | |
| d. Grade GS-13 | i. Qualified Internal Applicants (PWD) | Yes | | No | |
| | ii. Internal Selections (PWD) | Yes | | No | |

In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.

2. Does your agency have a trigger involving PWTD 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 | | No | |
| | ii. Internal Selections (PWTD) | Yes | | No | |
| b. Grade GS-15 | i. Qualified Internal Applicants (PWTD) | Yes | | No | |
| | ii. Internal Selections (PWTD) | Yes | | No | |
| c. Grade GS-14 | i. Qualified Internal Applicants (PWTD) | Yes | | No | |
| | ii. Internal Selections (PWTD) | Yes | | No | |
| d. Grade GS-13 | i. Qualified Internal Applicants (PWTD) | Yes | | No | |
| | ii. Internal Selections (PWTD) | Yes | | No | |

In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD 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 | | No | |
| b. New Hires to GS-15 (PWD) | Yes | | No | |
| c. New Hires to GS-14 (PWD) | Yes | | No | |
| d. New Hires to GS-13 (PWD) | Yes | | No | |

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD 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 | | No | |
| b. New Hires to GS-15 (PWTD) | Yes | | No | |
| c. New Hires to GS-14 (PWTD) | Yes | | No | |
| d. New Hires to GS-13 (PWTD) | Yes | | No | |

In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.

5. Does your agency have a trigger involving PWD 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 | | No | |
| | ii. Internal Selections (PWD) | Yes | | No | |
| b. Managers | i. Qualified Internal Applicants (PWD) | Yes | | No | |
| | ii. Internal Selections (PWD) | Yes | | No | |
| c. Supervisors | i. Qualified Internal Applicants (PWD) | Yes | | No | |
| | ii. Internal Selections (PWD) | Yes | | No | |

In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.

6. Does your agency have a trigger involving PWTD 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 | | No | |
| | ii. Internal Selections (PWTD) | Yes | | No | |
| b. Managers | i. Qualified Internal Applicants (PWTD) | Yes | | No | |
| | ii. Internal Selections (PWTD) | Yes | | No | |

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| | | | | | |
|---|---|-----|--|----|--|
| c. Supervisors | i. Qualified Internal Applicants (PWTD) | Yes | | No | |
| | ii. Internal Selections (PWTD) | Yes | | No | |
| In FY 2019, Applicant Flow data was not provided by HQ DA OD&L. | | | | | |

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 | | No | |
| b. New Hires for Managers (PWD) | Yes | | No | |
| c. New Hires for Supervisors (PWD) | Yes | | No | |
| In FY 2019, Applicant Flow data was not provided by HQ DA OD&L. | | | | |

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 | | No | |
| b. New Hires for Managers (PWTD) | Yes | | No | |
| c. New Hires for Supervisors (PWTD) | Yes | | No | |
| In FY 2019, Applicant Flow data was not provided by HQ DA OD&L. | | | | |

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 | | No | |
|--|-----|--|----|--|

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

| |
|-----------------------------------|
| Information not provided by CPAC. |
|-----------------------------------|

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 | | No | x |
| b. Involuntary Separations (PWD) | Yes | | No | x |
| | | | | |

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 | | No | x |
| b. Involuntary Separations (PWTD) | Yes | | No | x |
| | | | | |

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*.

| |
|------|
| N/A. |
|------|

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.

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Section 508 of the Rehabilitation Act Link:
<https://dodcio.defense.gov/DoDSection508/Std Stmt.aspx>

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.

USACE does not currently have an 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.

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.

USACE plans to post Architectural Barriers Act, including a description of how to file a complaint.

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.)

The average timeframe for processing initial requests for reasonable accommodation is 46.25 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.

In FY19, USACE continued utilizing a centralize system to track reasonable accommodation cases' timeliness. The module will calculate elapsed days to show if decision meets the 90% federal rule.

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.

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

EEOC established the requirement for Personal Assistance Services to be implemented in January 2019. FY19, USACE did not have policies or procedures in place to implement PAS. However, CEDL will work on developing a policy and procedure for FY19. In the interim, USACE will administer PAS requests through its Reasonable Accommodation channel.

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 | <input type="checkbox"/> | 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 | <input type="checkbox"/> | 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.

N/A.

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 | <input type="checkbox"/> | 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 | <input type="checkbox"/> | No | X |
|--|-----|--------------------------|----|---|

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.

N/A.

Section VII: Identification and Removal of Barriers

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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 | | No | X |
|--|-----|--|----|---|

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

| | | | | |
|--|-----|--|----|---|
| | Yes | | No | X |
|--|-----|--|----|---|

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 | N/A | | | |
| Barrier(s) | | | | |
| Objective(s) | | | | |
| Responsible Official(s) | | Performance Standards Address the Plan? | | |
| | | | | |
| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Staffing & Funding (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
| | | | | |
| Fiscal Year | Accomplishments | | | |
| | | | | |

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

| |
|--|
| |
|--|

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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

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.

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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 (CLF):** 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

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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.

- **The nine job category titles are:**
 - **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.

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

- **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 sales clerks, 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

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

- 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 nurses aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.
- **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

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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 track applications from, persons with targeted 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.

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

DATABASE NOTES

1. The data for this report reflects the organization as of 30 September 2019. 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.
2. Applicant pool dataset is not available, limiting conclusions on data tables.
3. Manifested Imbalances and Conspicuous Absences (MICA) 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.
4. 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.
5. 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.