

715-01 Part A - D

| For period covering October 1, 2006, to September 30, 2007. | | | |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------|
| PART A Department or Agency Identifying Information | 1. Agency | | Headquarters United States Army |
| | 1.a. 2 nd level reporting component | | |
| | 1.b. 3 rd level reporting component | | |
| | 1.c. 4 th level reporting component | | |
| | 2. Address | | 1225 S. Clark Street, Crystal Gateway 2 |
| | 3. City, State, Zip Code | | Arlington VA 22202-4372 |
| | 4. CPDF Code | 5. FIPS Code | AR |
| PART B Total Employment | 1. Enter total number of permanent full-time and part-time employees | | 212,004 |
| | 2. Enter total number of temporary employees | | 5,527 |
| | 3. Enter total number employees paid from non-appropriated funds | | 29,134 |
| 4. TOTAL EMPLOYMENT [add lines B 1 through 3] | | 246,665 | |
| PART C Agency Official(s) Responsible For Oversight of EEO Program(s) | 1. Head of Agency Official Title | | Hon Pete Geren, Secretary of the Army |
| | 2. Agency Head Designee | | Hon Ronald James, ASA (Manpower & Reserve Affairs) |
| | 3. Principal EEO Director/Official Official Title/series/grade | | Mr. Jay D. Aronowitz Acting Deputy Assistant Secretary of Army (EEO & Civil Rights) |
| | 4. Title VII Affirmative EEO Program Official | | Mr. Michael Gautier |
| | 5. Section 501 Affirmative | | Ms. Ernestine Moya |

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|--|--------------------------------------------------|----------------------------------------------------------------------------------------------------|
| | Action Program Official | |
| | 6. Director EEO Complaints Compliance and Review | Mr. Spurgeon Moore |
| | 7. Other Responsible EEO Staff | Mr. Norvel Dillard Principal Deputy EEO &CR |
| | | Ms. Yolanda Maldonado Deputy for Outreach and Special Emphasis Programs |
| | | Mr. Michael Gautier Director, Asian and Pacific Islander Program and Director EEO Modernization |
| | | Ms. Insook Cho, Deputy Director EEO Complaints Compliance and Review |
| | | Ms. Ernestine Moya Director, Hispanic Employment Program and Director, Disabilities Program |
| | | Ms. Margaret Barfield Director, Minority College Relations Programs |
| | | Ms. Terry Quander, Career Program 28 (EEO) Manager |
| | | Ms. Margaret Barfield Director, Native American Employment Program |
| | | Ms. Angela Love Director, Federal Women's Program and Director, Black Employment Program |
| | | Ms. Jennifer Kindinger, Director EEO Complaints and Administration Systems |
| | | Mr. Nikhil Shimpi - Presidential Management Fellow |

| PART D List of Subordinate Components Covered in This Report | Subordinate Component and Location (City/State) | CPDF and FIPS Codes | |
|------------------------------------------------------------------------------------|-------------------------------------------------------------|------------------------|-------|
| | United States Army Office of the Secretary of the Army | ARSJ | 8840 |
| | United States Army Criminal Investigation Command | ARCB | 8840 |
| | United States Army Installation Management Command | ARBA | 8840 |
| | United States Army Human Resources Command | ARMP | 8840 |
| | United States Army Contract Agency | ARCA | 8840 |
| | United States Army Joint Activities | ARJA | 8840 |
| | United States Army SHAPE | ARJ1 | 8840 |
| | United States Army Pacific Command | ARP1 | 3320 |
| | United States Army Military District of Washington | ARMW | 8840 |
| | United States Army Recruiting Command | ARRC | 5135 |
| | Office of the Secretary of the Army | ARSA | 8840 |
| | Field Operating Agencies of HQ DA and Secretary of the Army | ARSB | 8840 |
| | United States Army Special Operations Command | ARSP | 8840 |
| | United States Military Academy | ARMA | 36071 |
| | United States Army Information Security Command | ARAS | 8840 |
| | Joint and DOD Activities | ARJA | 8840 |
| | Staff Support Agencies, HQDA | ARSS | 8840 |
| | Joint and DOD Activities | ARSJ | 8840 |
| | United States Army South | ARSA | 7240 |
| | United States Army Training and Doctrine Command | ARTC | 5135 |

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|--|--------------------------------------------------------------|------|------|
| | United States Army Corps of Engineers | ARCE | 8840 |
| | United States Army Materiel Command | ARX1 | 8840 |
| | United States Army National Guard Bureau | ARNG | 8840 |
| | United States Army Test and Evaluation Command | ARAT | 8840 |
| | United States Army Network Enterprise Technology Command | ARG6 | 6200 |
| | US Army DoD Agencies | ARDF | 8840 |
| | Office of the Chief of Staff of the Army | ARCS | 8840 |
| | United States Army Central Command | ARCT | 8280 |
| | United States Army Overstrength Command | ARDM | 8840 |
| | United States Army Europe and 7th Army | ARE1 | 8840 |
| | United States Army Forces Command | ARFC | 0520 |
| | Joint Activities | ARJA | 8840 |
| | Military Entrance and Processing Command | ARTM | 1600 |
| | United States Army Japan | ARP3 | 8840 |
| | United States Forces Korea and 8th Army | ARP8 | 8840 |
| | Space and Strategic Missile Defense Command | ARSC | 3440 |
| | Fields Operating Agencies for the Secretary of the Army OA22 | ARSE | 8840 |
| | Field Operating Agencies of the Secretary of the Army | ARSF | 8840 |
| | United States Army Medical Command | ARMC | 7240 |

EEO FORMS and Documents Included With This Report

| | | | |
|-------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------|---|
| *Executive Summary [FORM 715-01 PART E], that includes: | X | *Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01 PART G] | x |
| Brief paragraph describing the agency's mission and mission-related functions | | *EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01 PART H] for each programmatic essential | x |

| | | | |
|----------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Summary of results of agency's annual self-assessment against MD-715 "Essential Elements" | | *EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier | x |
| Summary of Analysis of Work Force Profiles including net change analysis and comparison to CLF | | *Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J] | x |
| Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies | | *Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans | x |
| Summary of EEO Plan action items implemented or accomplished | | *Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues. | x |
| *Statement of Establishment of Continuing Equal Employment Opportunity Programs[FORM 715-01 PART F] | X | *Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects | |
| *Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements | X | *Organizational Chart | x |

715-01 Part E

EXECUTIVE SUMMARY

The Department of the Army (DA) is located within the Department of Defense.¹ Army civilian employees work in a wide variety of positions and pay grades around the world as part of the mission of the United States Army² as described in the Army web site www.army.mil.

The Army's EEO program administers and manages the Army's portion of the federal civil rights program. Army installations and major commands have one or more full time EEO staff member(s) assigned. The mission of those staff members is uniform except in scope. The operating level installations, garrisons, and district EEO offices provide support to all Army activities and tenants located on the host installation as well as to activities outside those installations. This also includes non-Army activities and in some cases, non-Department of Defense activities. However, the services provided to non-host installation activities are usually done with a formal support agreement. In the event a support agreement does not exist, EEO services are normally provided. At major Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Agencies (DRU), EEO staffs provide technical support and oversight of the Command's EEO program and process EEO complaints. Civilian personnel services are provided on a regional basis as detailed at <http://www.c pocma.army.mil/>.

The United States Equal Employment Opportunity Commission (EEOC) reclassified federal civilian positions after issuance of the EEOC Management Directive 715 (MD 715) in October 2003. This was done in concert with the United States Office of Management and Budget (OMB) as well as the United States (US) Census Bureau (USCB). The Office of Personnel Management (OPM), while a member of the working group, has not concurred with the EEOC classifications. In addition, the Census Bureau, under contract with EEOC, and with OMB oversight and based on OMB Directive 15, remapped federal civilian positions based on the 2000 Census. USCB also used the Bureau of Labor Statistics Standard Occupational Categories (SOC) to relate federal job series to Census data used by the private sector. Reclassifying federal jobs to mirror the private sector is not a precise science and many incompatibilities have been discovered, but on balance the effort is acceptable and superior to the previous Census classification methodology.

The demarcation between temporary and permanent employees, while set in policy, is transparent in today's civilian workforce. The implementation of policy and programs is such that regardless of an employee's career status, all members of the civilian workforce are affected by the implementation of civil rights policy and have access to services.

¹ <http://www.army.mil/organization/unitdiagram.html>

² <http://www.army.mil/organization/field.html>

All civilian employees, except for foreign local nationals, are included in this report. The data in this report is based on information as of September 30, 2007. The data provided in this report represents the workforce demographics of the Army civilian workforce by race, gender and disability in the format required by EEOC Management Directive 715. This directive significantly changed previous requirements and defined data reporting elements. The Federal Information Processing Standards (FIPS) code used in this report is 8840 (Washington DC, Northern Virginia, Maryland and Eastern West Virginia) because there is no "national" FIPS. Furthermore, most of the Army headquarters staffs and leadership are located in this FIPS area.

Due to the expansiveness of the Army, its broad scope, mission, and organization is too complex to summarize in general terms. The information provided in this report is an aggregated summarization of the entire Department. The individual recruitment actions and EEO program operations at the garrisons or Corps of Engineers district offices have more direct impact on shaping the demographic profiles than the broader agency aggregated summarization level report. Due to the broad scope required of the report, the report contains comparisons to the Civilian Labor Force rather than the more accurate Relevant Labor Force.

At the conclusion of the reporting period for this report (30 September 2007), we had not completed work on obtaining applicant flow data by gender and race/national origin from civilian personnel data systems. This work was finalized after the reporting period and will be fully analyzed for the FY 08 MD-715 Report. This data will look at representation of applicants, referrals and selections by category (e.g., gender), and allow the Army to develop a comprehensive strategy of targeting its resources. Thus the data in this report only depicts demographic frequencies without further analysis that validates specific data related action items such as pipeline analysis.³

NATIONAL SECURITY PERSONNEL SYSTEM⁴

The ever-changing national security demands require a transformation throughout the Department of Defense to a more modern and agile force. The National Security Personnel System (NSPS) accelerates the Department of Defense's efforts to create a "Total Force" (military, civilian work force, Reserve, Guard, and contractors), operating as one cohesive unit.

Congress authorized the NSPS as part of the fiscal 2004 [National Defense Authorization Act](#) to increase effectiveness through a simplified personnel management system that improves the way it hires and assigns, as well as compensates and rewards its employees, while preserving employee rights and benefits.

The NSPS is a forward-looking and flexible human resource management system that will enable the Department of the Army to recruit and motivate a high-performance workforce to meet the evolving national security requirements of the 21st

³ The national Civilian Labor Force was used to calculate under representation

⁴ <http://cpol.army.mil/library/general/nsps/>

Century⁵. It incorporates many areas of the human resource process including staffing, classification, compensation, and performance management.

Merit system safeguards, such as protection from discrimination, ensuring merit based selection, and veteran's preference will remain under the NSPS. Data requirements to support the examination of EEO categories impacted by NSPS are ongoing and will appear in next year's MD 715 Reporter data tables.

WORK FORCE SUMMARY

The data discussed in this summary is inclusive of significant data table analysis. Based on the EEOC classifications, the Army's reportable employee population is displayed in the following table. Army employees work in a variety of career programs, pay plans, and occupational series. The Army web site (www.army.mil) provides information on the organizations and locations of Army employees. Since the majority of Army employees (24.09%) work in the *Officials and Managers* category, as well as the *Professional* category (32.34%), this report will focus more on these categories. The Army workforce population, based on the EEOC categories is shown below. The Race and National Origin population of the permanent workforce is shown in Figure 1.

⁵ NSPS changes are found on <http://cpol.army.mil/library/general/nsps/>

**Department of the Army
Race and National Origin Population
Permanent Workforce**

| Permanent Workforce | Pop | Percent |
|----------------------------|----------------|----------------|
| White Men | 95,893 | 45.2% |
| White Women | 50,536 | 23.8% |
| Black Men | 17,362 | 8.2% |
| Black Women | 19,724 | 9.3% |
| Hispanic Men | 9,015 | 4.3% |
| Hispanic Women | 4,842 | 2.3% |
| Asian Men | 4,776 | 2.3% |
| Asian Women | 3,970 | 1.9% |
| Pacific Islander Men | 374 | 0.2% |
| Pacific Islander Women | 341 | 0.2% |
| Native American Men | 1,322 | 0.6% |
| Native American Women | 849 | 0.4% |
| Other Men | 1,723 | 0.8% |
| Other Women | 1,277 | 0.6% |
| | 212,004 | 100.0% |

Figure 1

The statistics shown in Appendix C indicate that in most occupational categories the Army is at general statistical parity with the Civilian Labor Force (CLF) data. However, in the *Officials and Managers* and the *Professional* categories, the participation of most women's groups is consistently below the CLF (Table A3-1). In senior executive and leadership positions, women, Hispanics, Blacks, and Asians experience the lowest participation rates compared to the CLF (Table A3-2); particularly in pay plans for Intelligence Executive (IE), Senior Intelligence professionals (IS) and

Scientific and Technical (ST) positions, as well as Senior Executive Service (ES). The representation of women and minorities in GS grades 13, 14, 15 show varying degrees of participation lower than the CLF (Table A-4). The largest career programs are dominated by men (Table A12-1). The data relating to particular groups is discussed in detail in the section related to the special emphasis programs.

As previously stated, applicant pool data are not available to conduct adverse impact analysis and examine career paths. The data on awards, separations, and promotion rates is inconclusive because of the small populations relative to the overall population or because the groups appear to experience similar rates of participation.

SPECIAL EMPHASIS PROGRAMS

Individuals with Disabilities (IWD) Program

In the Department of the Army IWD Program, data indicates the total Army population was 246,665 employees. This number reflects an increase of 3716 persons with disabilities, a 1.53% increase. The number of persons with targeted disabilities increased by 9, or 0.71%.

Participation rates of persons with targeted disabilities are less than expected. Major proactive initiatives to increase the number of persons with targeted disabilities include: increased marketing and use of the DoD centrally funded Workforce Recruitment Program for College Students with Targeted Disabilities as a recruitment source; ensure recruiters, managers, supervisors, IWD Program Managers, and selecting officials are aware of the special appointment authorities, i.e., Schedule A, Disabled Veterans, internships, etc., for hiring; actively pursuing higher visibility and achievements of IWD program objectives; continued establishment of liaison relationship with Historically Black, Hispanic Serving and American Indian Tribal Colleges and Universities Programs and schools with large percentages of students with disabilities (i.e. Gallaudet University) to ensure needs and skills of individuals/students with disabilities are included for employment consideration; continued development and presentation of awareness training for employees, managers, and supervisors to ensure commitment to issues affecting IWD full participation; participate in the implementation of the wounded service member programs to provide civilian employment opportunities to severely disabled returning Soldiers as indicated below; actively market reasonable accommodations options and availability of Computer/Electronic Accommodations Program services; and continue establishing liaison relationships with state and local rehabilitation offices, the Veterans Administration and other training/rehabilitation organizations in an effort to provide training/retaining, unpaid work experience and employment opportunities.

The landscape continues to change dramatically for disabled Soldiers during the current fiscal year. However, being disabled is no longer considered an automatic reason to discharge a soldier out of the military service. The Army is facilitating the return of wounded service members to civilian careers by the use hiring authorities,

placement programs, recruitment initiatives and outreach efforts. The EEO program plays an active role in helping to: (1) provide information on Federal employment opportunities and (2) ensure that Soldiers placed in DOD as civilian employees can be accommodated with assistive technology to help them to perform the essential duties of their positions. When an opportunity to hire is presented, the recruitment methods addressed below are used by Army installations.

The Army Director of the Program for Individuals with Disabilities continuously conducts extensive training throughout Army activities and provides information on hiring, advancement, reasonable accommodations, and placement of individuals with disabilities and disabled veterans. The IWD Director also participates in the technical workshops and career fairs for the wounded warriors. As a result the Army is actively ensuring that disabled veterans receive training that provides opportunities for career enhancement and professional growth, i.e., the OPM Leadership Communication Workshop, the OPM Conflict Resolution Skills Course, the Leadership Education and Development (LEAD) course, the OPM Developing High-Performance Teams, the Dale Carnegie Course and the Pat Roberts Intelligence Scholars Program (PRISP), a pilot program to recruit and train entry-level analysts and linguists with specialized skills.

Army activities are also working closely with Department of Defense transition programs for military personnel retiring from active duty to ensure that disabled veterans are aware of available employment programs and have also established partnerships with the Veterans Administration in a compensated work therapy program to bring veterans into the work environment in a non-pay status. Command staff visits the military hospitals, including Bethesda Naval Medical Center, Walter Reed Medical Center, and the Fort Sam Houston Brooke Medical Center to reach out to individuals with disabilities, including disabled veterans.

Department of Defense Programs (IWD)

The Headquarters (HQ) Medical Command (MEDCOM) Office of EEO Programs participates with the Office of the Secretary of Defense (Recruitment Assistance Division, Defense Applicant Assistance Office, HQ US Army Installation Management Command, and other sponsoring organizations within Department of the Army in planning and executing a well-attended (close to 300 service members/spouses) resume writing workshop and career fair at Fort Sam Houston for service members wounded in Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF). Additionally, a San Antonio (TX) Military Community Fair drew 150 employers and close to 1000 job seekers. Both events received local media attention. It is anticipated that the Resume Writing Workshop and Hiring Heroes Career Fair will become semi-annual events to coincide with the San Antonio Community Career Fairs in March and December 2008.

The Army Test & Evaluation Command (ATEC) participates in the Operation Warfighter Program, an employment initiative for wounded service members headed by the Office of the Deputy Under Secretary of Defense (Equal Opportunity). ATEC currently has one soldier assigned at Aberdeen Proving Ground, MD and is on the waiting list to fill four more positions with military service members.

Through continuing participation in the Department of Defense Workforce Recruitment Program (WRP), the Army has reached out to increase employment of persons with disabilities and disabled veterans attending college. The WRP is a DoD centrally-funded program that allows installations to hire college students with disabilities that include disabled veterans, as summer interns. Some of these students are often hired permanently at the end of the summer. The Army continues to be at the forefront of this program -- in FY 2007 Army filled 65 space allocations.

Through the Computer/Electronic Accommodations Program (CAP), Department of the Army completed 3306 requests to provide equipment necessary for individuals with disabilities to remain productive in the workplace (e.g., large monitors, ergonomic keyboards, etc.) at a cost of \$1.4M.

Department of the Army Programs (IWD)

The Always A Soldier Program (AASP) is a US Army Materiel Command (AMC) initiative focused on assisting disabled veterans to provide continuing support to service-connected disabled veterans beyond their active service. The AASP provides the disabled veteran opportunities to seek employment, career advancement, and job mobility. To accomplish this goal, the program partners with existing Army programs (Army Wounded Warrior Program, Army Community Service) and the Veterans Administration/Disabled American Veterans to market the program. The AASP established formal partnerships with the Veterans of Foreign Wars, American Legion, Disabled Veterans of America, and the Paralyzed Veterans of America to integrate Soldiers back into the workforce.

The US Army Training and Doctrine Command (TRADOC) participated in the Civilian Army Recruitment of Exceptional Soldiers (CARES) Program job fairs organized by the Civilian Personnel Directorate (CPD) to inform disabled veterans of employment opportunities within TRADOC. Special efforts were made to reach veterans who have a 30 percent or more disability as a result of injuries sustained after 10 September 2001; however, all veterans have an opportunity to be considered for job vacancies within the command. To date, two placements have been made in TRADOC as a result of this initiative; thirteen are awaiting VA disability rating; and two are pending Priority Placement Program (PPP) clearance.

TRADOC participated in outreach programs with the local city Mayor's Committee for People with Disabilities and the Department of Rehabilitative Services field offices. These outreach programs establish dialogue and increase awareness that

focused on community needs impacting persons with disabilities and disabled veterans who attempt to enter and remain in employment.

The US Army Special Operations Command (SOC) Minority College Relations Program Manager collaborates with Advisement and Career Services Center (ACSC) at the Fayetteville State University (FSU) and participates in job fairs/career days throughout the year. The Fayetteville community has a 24% veteran population; many of those veterans attend or are employed at FSU and are a source for veteran employment.

Medical Command also collaborated with the US Army Training and Doctrine Command (TRADOC) and the Military Severely Injured Center (MSIC) to host two career fairs at the Walter Reed Army Medical Center (WRAMC). Over 300 service members and their family members participated. The WRAMC Civilian Personnel Advisory Center (CPAC) and Directorate of Community Activities hosted over 25 resume writing workshops in the Washington, DC area. Over 80 positions were designed for VRA eligible applicants. Whenever possible, positions are restructured to facilitate placement of disabled veterans.

Installation Management Command managers and supervisors are also encouraged to participate in any disabled veteran initiatives which periodically arise. An initiative for job placement began with a large amount of Operation Iraqi Freedom wounded Soldiers being cared for at Walter Reed Army Medical Center (WRAMC). This program entitled the Wounded Service Member Project permitted service members desiring employment to receive Civil Service positions in the local area on a part-time basis, while still in-patients at WRAMC. HQ IMCOM has identified four spaces for service members as part of this program.

The US Army Europe EEO Office created a European Diversity Council and used this forum to network with various veterans organizations in Europe to provide information on employment opportunities. Information is posted on its website for dissemination at installations across Europe.

The Fort Detrick, MD, EEO Office, established partnerships with the Maryland Department of Education, National Cancer Institute, National Institutes of Health, Frederick County Workforces Services, US Army Medical Research and Materiel Command, US Army Medical Research Institute of Infectious Diseases, and various other veterans and Army activities in its outreach for MEDCOM to disabled veterans and to collaboratively implement programs for the employment of individuals with disabilities and veterans.

Civilian Personnel staffs participate in separation briefings, including pre-retirement briefings, for military members by providing information on federal employment opportunities and application/resume procedures for veterans. Agency staffs work with managers and supervisors to target hiring where low representation of

disabled veterans is identified. Along with the counseling services offered, a guidebook for veterans is available with current employment and veterans' preference.

In FY 07, the Army hired at least 41 Wounded Warriors into the civilian work force (e.g., Army Materiel Command hired 34, Medical Command hired 4 and Training and Doctrine Command hired 3).

Minority College Relations Program

The EEOCR conducted a technical assistance and information exchange workshop in Rochester, New York, which targeted Hispanic Serving Institutions and small and disadvantaged businesses, on 1-3 October 2007, as well as several pre-technical assistance and information exchange workshops throughout the year. The Rochester Institute of Technology (RIT), located in Rochester, New York, was the host school for this workshop. The workshop theme was: "Leading the Way in the 21st Century: Creating Opportunities & Strengthening Partnerships through Army Programs that Support the Warfighters. More than 35 representatives from minority colleges, universities, and small and disadvantaged businesses attended the workshop. These institutions were selected because of their unique competences, academic disciplines, capabilities, and initiatives, which matched and/or supported Army's priorities. There were a total of 92 individuals who attended the workshop, which included senior executives and flag officers from the Army, the White House Initiative Office, the Intelligence Community, and other Department of Defense (DOD) components, as well as the colleges, universities, and small and disadvantaged businesses.

As a follow on to the above workshop, the Army participated in Rochester Institute of Technology's (RIT) Federal and Public Service employer panel and job/career fair. We also met with RIT's Diversity Office and provided them with information on the Department of Labor, Work Force Recruitment Program for College Students with Disabilities. With the information we provided to RIT, they were able to be placed on the Department of Labor's/Department of Defense list of schools enabling recruiters to interview their disabled students.

The aforementioned initiatives between the participating colleges and universities and Army entities helped establish a Small & Disadvantaged Business and Corporations Consortium and Army Research Laboratory with academia to develop cooperative agreements for the Faculty and Student Exchange Program.

Hispanic Employment Program

As reflected in the August 2006 Government Accountability Office report, Hispanics are the fastest growing segment of the civilian labor force; yet this group remains seriously under-represented in the federal government. Consequently, to address this, a proposal to provide leadership training to the federal government's Hispanic community (similar to the Asian Pacific American (APA) Career Advancement Summit, <http://www.apasummit.gov/>) was proposed and accepted as an energizing

initiative. Senior representatives from the Department of Defense (DOD), the Department of the Army, the Department of Homeland Security and the Social Security Administration agreed to steer the execution of subject activity in the Washington, D.C. area.

The steering committee, along with key leadership from various Federal agencies participated in the discussion, planning and establishment of milestones to implement the Interagency Hispanic Career Advancement Summit. A key factor in the success of this summit is to increase awareness, interest, and participation in the event. The Summit workshop topics under consideration will focus on a theme targeting enhancing leadership skills: Executive Core Qualifications (ECQs) –Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions; Executive Order 13434, National Security Professional Development (promoting education, training and experience for national security positions in executive departments/ agencies); training for managers and supervisors; Generational Tracks; Culture and Diversity, etc.

Federal Women's Program

Department of the Army's (DA) Federal Women's Program (FWP) provides guidance to improve the representation of women in the general workforce and the participation of women in senior level positions compared to the CLF.

Department of the Army sponsored our annual forum in conjunction with the Federally Employed Women's (FEW) National Training Program (NTP). FEW is a private, non-profit organization founded in 1968 shortly after Executive Order (EO) 11375 was issued. EO 11375 added sex-discrimination to the list of prohibited discrimination within the Federal Government. FEW is a membership organization working for the elimination of sexual harassment and the advancement of women in the government.

The 2007 Army-wide forum for FEW was held on 16 July 2007, at the Washington Hilton Hotel in Washington, DC. The DA Forum has been traditionally held in conjunction with the conference. The theme for 2007 was "Training Today, Leaders Tomorrow." The objective for this year's annual workshop was to address current initiatives for the Federal Women's Program (FWP) and statistical trends and employment concerns for women within Department of the Army. The Director for the Federal Women's Program developed the presentation and provided the information during the DA forum.

The presentation focused on the history of the Federal Women's Program and examined an eleven year cycle of employment trends for women within DA. Prior to the forum, participants were required to outline their suggestions in terms of how DA could provide better services for them and their primary challenges in implementing an efficient and effective Federal Women's Program. The DVD presentation developed by Diversity Inc entitled "Is it Race, Gender, Class or Everything" was shown. The

evaluations from the participants were outstanding and the attendees appreciated hearing information and statistical trends from the Army EEO leadership. The most popular concerns from those in attendance concerned Army EEO providing them with ideas of how to invigorate their current program initiatives and methods to enhance the traditional program format. FEW's National President, Ms. Rhonda Trent, presented DA with a certificate of appreciation, commending Army on their commitment and excellence in hosting an agency forum. An article appeared in Government Executive discussing FEW's concern with how to increase the number of women and minorities in the upper ranks of government.

As of 30 September 2007, women's representation in the Army is slightly below parity with the civilian labor force statistics. The Army's percentage stands at 41.18%, in comparison to the 46.8% available civilian labor force statistic. The Army EEO participates in an array of programs to address this shortfall to include minority recruitment.

Asian American and Pacific Islander Employment Program

The success of the Department of the Army Asian American and Pacific Islander (AA/PI) Employment Program is due to an emphasis on providing technical advice and direction to Asian American and Pacific Islander employment organizations that directly impact career development. Consequently, Army EEO offices are directed to insure that the AA/PI employment issues are made visible and that interactions with AA/PI employees are sensitive and aware of cultural differences that exist within the 43 nations that comprise this ethnic group. The guidelines and operational aspects focus on educating the workforce about the diversity and historical factors impacting AA/PI employees. This is markedly different from other observances. The feedback received reveals that the focus on addressing stereotypes has improved the professional interaction between AA/PI employees and the workforce. Our statistics show that the while the Pacific Islander population during FY 07 had a modest increase (Table A-1), the representation of Asian and Pacific Islanders in senior positions (Table A3-2) is less than expected. A major initiative is planned pending the classification of certain colleges and universities as Asian and Pacific Islander supporting institutions. This will formalize existing MCRP operations that target institutions that support this program.

Black Employment Program

The Department of the Army Black Employment Program (BEP) provides guidance to identify barriers to upward mobility for Blacks with the workforce, as well as proactive initiatives for improving the representation of Blacks throughout the Army. Additionally, the DA BEP has worked closely with DOD and the DA Minority College Relations Program Director to increase awareness of opportunities for employment with the Department of the Army; communicate current employment, education, health and the economic status of Blacks to affinity groups; and to develop partnerships with Historical Black Colleges and Universities (HBCUs).

A review of current workforce statistics reveals that while Black employees have reached parity in many areas, the participation rate of Blacks in the senior executive level for officials and managers as well as grades of GS 13 -15 are lower than the CLF. In particular, Black males are below the CLF in the grades of GS 14-15 and Black females are below the CLF in grades of GS 13-15. In the operational groupings, Black females are below the CLF in the Craft Workers, Operatives, and Laborers categories. In the major occupations, Black females are under the CLF in the following occupations: Intelligence, Program Management, Medical Officer, Nurse, and Engineering. Black males are below the CLF in the General Engineering Field. To address these shortages, the DA BEP is developing a Strategic Action Plan for use by BEP Managers throughout Army. The goal of the Action Plan is to provide BEP Managers with strategies for identifying and developing an action plan to address barriers and develop initiatives to increase the representation of Blacks throughout Army. In terms of discrimination complaints, Race (Black) remains the second leading basis of complaints, representing 29.4% of the top five bases for complaints filed in Fiscal Year 2007.

The DoD Youth Summit was held on 16 August 07 and was attended by over 200 high achieving youth from the Nashville, metropolitan area. The summit was an all day event designed to provide high achieving area students with skills in financial planning and knowledge of career opportunities throughout DOD. The culmination of this event was a luncheon wherein Mr. Surís Fernández and Ms. Love served as two of the five selected speakers to address the audience concerning their careers as public servants within DoD.

American Indian and Alaska Native American Employment Program

The participation rates of American Indian and Alaska Native employees are at parity with the civilian labor force statistics. The outreach efforts to Tribal Colleges and Universities (TCUs), the first major Army effort for these institutions, have been successful. It is anticipated that TCUs will become a major source of new employees for the Army. The representation of Native American and Alaskan Natives men is 0.55% while the representation of women is 0.37% (Table A-1). One initiative was the WRP for College Students with Disabilities which aided in the recruitment of one American Indian and Alaska Natives in 2007, the first in the past three years.

FY 2007 462 Report Analysis

The number of informal and formal complaints filed against the Department of the Army in Fiscal Year 2007 remained consistent with those of previous years. 2,166 informal complaints were filed in FY 2007, compared with 2,345 informal complaints in FY 2006 and 2,034 in FY 2005. 1,175 formal complaints were filed in FY 2007, remaining nearly even with the 1,181 complaints filed in FY 2006 and 1,153 filed in FY 2005.

The top two issues raised in formal complaints in FY 2007 were harassment (non-sexual) and promotion/non-selection, the same as in the previous two fiscal years. The top two bases were also the same as in years past, reprisal and race (black).

| Top 5 Issues | Total Complaints | Total Complainants | % of Total Complaints |
|--------------------------------|------------------|--------------------|-----------------------|
| Harassment (Non-Sexual) | 415 | 401 | 35.3% |
| Promotion/Non-Selection | 235 | 221 | 20.0% |
| Disciplinary Actions (all) | 176 | 172 | 15.0% |
| Evaluation/Appraisal | 123 | 120 | 10.5% |
| Terms/Conditions of Employment | 89 | 88 | 7.6% |

| Top 5 Bases | Total Complaints | Total Complainants | % of Total Complaints |
|-----------------------|------------------|--------------------|-----------------------|
| Reprisal | 489 | 451 | 41.6% |
| Race (Black) | 345 | 332 | 29.4% |
| Age | 315 | 308 | 26.8% |
| Sex (Female) | 275 | 267 | 23.4% |
| Disability (Physical) | 214 | 205 | 18.2% |

Army closed 1,268 formal complaints in FY 2007, a slight decrease from the 1,460 cases closed during FY 2006. The overall average processing time from filing to closure of formal complaints decreased significantly, dropping from an average of 316 days in FY 2006 to 255 days in FY 2007. All types of closures declined in number, but the percentage of cases closed with each type remained consistent with previous years. The most notable development was the drastic reduction in the average days taken to a Final Agency Decision on the merits of a complaint without an Administrative Judge (AJ) decision. While not yet below the regulatory requirement of 60 days, the Army average in FY 2007 was just under 81 days, a reduction of nearly two-thirds from the FY 2006 average of 224 days. The percentage of FADs that were issued within EEOC's 60-day timeframe increased from 17% to 29%.

A total of 877 formal complaints were still open at the close of FY 2006. Of these, 8 are reported as still pending written acknowledgment, 442 were pending in the investigative stage, while 290 were pending a hearing before an Administrative Judge and 137 were pending a Final Agency Decision/Action.

The Army completed 477 investigations in FY 2007. Completion of the investigation within the EEOC's 180-day timeframe improved noticeably, with 198 investigations in FY 2007 meeting this requirement, increasing Army's timeliness rate from 21.8% in FY 2006 to 41.5%. The average time taken to complete all investigations also improved, dropping from the FY 2006 average of 247 days to 210 days in FY 2007.

ADR was offered in 1,173 informal complaints in FY 2007, and was accepted in 547 cases, for an acceptance rate of 46.6%, a slight decrease from the 48.4% rate in FY 2006. ADR participation remained low, with only 25.3% of all informal complaints entering the ADR process. 236 complaints in which ADR was accepted were closed with a settlement, a slight increase from FY 2006 both in raw numbers and in resolution rate, from 36.3% in FY 2006 to 43.1% in FY 2007. Overall, ADR settlements totaled 10.9% of all informal closures, a slight increase from 9.1% in FY 2006 but still an extremely low percentage of all informal closures. ADR was offered in only 345 complaints in the formal stage during FY 2007, and accepted in 208, for a participation rate of 16.9%⁶. 115 of those complaints, or 55.3%, were closed with a settlement. ADR settlements accounted for 9.1% of all formal closures in FY 2006, a noticeable decrease from 12.9% in FY 2006. Army continues to be concerned by the low number of complaints in which ADR is offered and the high number of complainants rejecting offers of ADR in either the formal or informal stage, and is currently working to finalize and implement an ADR policy to encourage greater understanding and utilization of ADR in EEO complaints.

There were a total of 12 findings of discrimination against the Army in FY 2007; 1 from a FAD without an AJ decision, 10 from Administrative Judge decisions that the Army fully implemented, and 1 from an Administrative Judge decision that the Army appealed. This is a slight decrease from the 15 findings against the Army in FY 2006. Reprisal continues to be the most common basis on which discrimination is found, featuring in nearly half of Army's findings this year.

Overall, the Department of the Army's complaints processing in Fiscal Year 2007 showed marked signs of improvement from the program's performance in 2006. Total numbers of complaint filings, closures, and findings of discrimination remained consistent with the past several years, but significant reductions in investigation and FAD processing times occurred.

MODEL PROGRAM SUMMARY

Element 1. Demonstrated commitment from agency leadership:

Strength: The Secretary and Chief of Staff co-signed the EEO policy statement and the (anti) Harassment policy statement for fiscal year 06.

⁶ These numbers were calculated out of Army's own complaint tracking database, looking at all formal complaints in which ADR was offered during FY 2007, regardless of their status at the end of the fiscal year. As of the FY 2006 462 Report, Part XI "Formal ADR Activities" only gives ADR participation data for those complaints which closed during the fiscal year. As this excludes all ADR activity during FY 2007 in complaints which did not close during the fiscal year, and includes ADR activity which took place in previous fiscal years in complaints which happened to close in FY 2007, most likely not as a result of any FY 2007 ADR activity, Army does not believe that Part XI as it is now composed accurately reflects the work of Army's ADR programs in the formal stage during the course of FY 2007. Therefore, in order to evaluate the performance of Army's ADR programs during FY 2007 for this MD 715 report, Army has relied on its own database and calculations for the participation and resolution rates, and is not utilizing any of the data from Part XI of the FY 2007 462 Report.

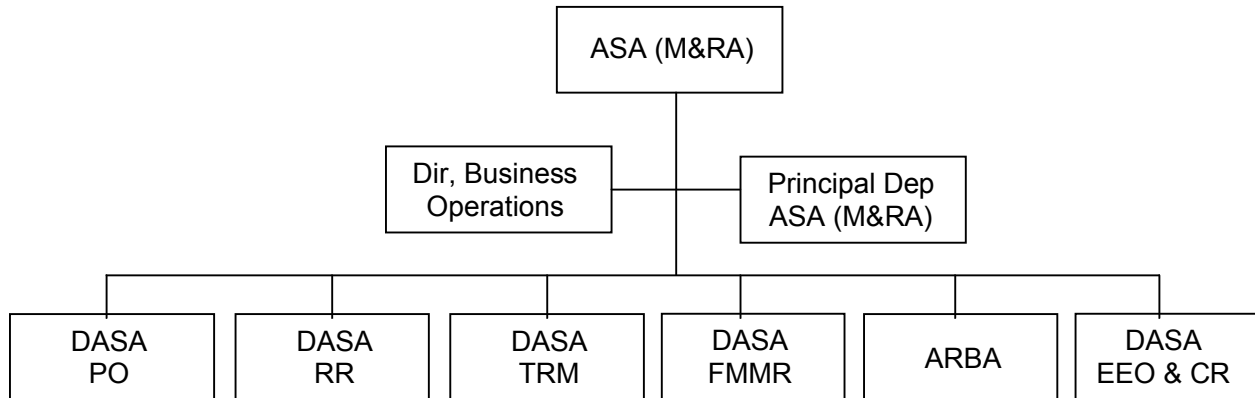
Deficiency: Unable to meet with Functional Chief Representatives to continue the dialogue concerning diverse feeder groups in career programs.

Element 2. Integration of EEO into the agency's strategic mission

Strengths: The Army EEO program is aligned in accordance with 29 CFR 1614 in that the EEO Director reports directly to the Agency's most senior leadership at the departmental and local levels (Table 1). The organizational information provided below indicates that the EEO is aligned with the senior leadership of the Army. The EEO program is under the direct and personal supervision of the ASA (M&RA). The Assistant Secretary of the Army (Manpower & Reserve Affairs) (ASA (M&RA) mission is firmly grounded in statute and regulation. Title 10 of the United States Code establishes the ASA (M&RA) as an entity and provides the mission foundation and states that the ASA (M&RA) has as its principal duty "the overall supervision of manpower and reserve component affairs of the Department of the Army." The Headquarters, Department of Army, General Order No. 3 provides further detailed descriptions of ASA (M&RA)'s responsibilities. Per General Order No. 3 (dated July 9, 2002), ASA (M&RA) serves as the Army's lead for civilian and military manpower policy, human resources, the review of Soldier records, reserve/active component force structure policy, the Army-wide Equal Employment Opportunity Program, and other critical matters as part of the Army leadership.

The EEO mission is integrated into the Army's mission as evidenced by staff alignments and the implementation of policies.

Organization Chart (As of 30 Sep 07)



- ASA(M&RA) – Assistant Sec. Army (Manpower & Reserve Affairs)
- DASA – Deputy Assistant Secretary of the Army
- PO – Personnel Oversight
- RR – Recruitment and Retention
- TRM – Training, Readiness and Mobilization
- FMRR – Force Management Manpower and Resources
- ARBA – Army Review Boards Agency
- EEO & CR – Equal Employment Opportunity and Civil Rights

Element 3. Management and program accountability

Strengths:

- SES awards require review by HQ Department of the Army EEO, Office of the General Counsel, the SES Office, and the Assistant Secretary of the Army for Manpower and Reserve Affairs.
- Funds are generally committed for the integration of EEO policies and principles into organizational changes. Local funding conditions govern the degree of expenditures, but as a general rule, commanders at all levels take active measures to insure that the EEO program has as much of the available resources as possible.

- All supervisors are required to support EEO principles as stated in the Army Standard Supervisory Objective under the National Security Personnel System.
- The newly implemented MD 715 reporter software provides visibility to programmatic areas and allows tracking of program activities throughout the year.

Deficiencies:

- The Army EEO has not collected data related to the Army's review of findings to determine whether discipline is appropriate.
- The review of disability accommodation decisions/actions is conducted locally; therefore, there is no visibility of the reasonable accommodation request process. There is no agency-wide automated tracking system in place to bring visibility to these requests or to analyze the information.
- Applicant pool reporting universe not completed for the FY 07 MD 715 Report.
- Multiple entries for disability codes not completed.

Element 4. Proactive prevention of unlawful discrimination

Strength: Agency policies and practices support program operations. The program infrastructure, as expressed in Army regulations and policies, provides visibility to EEO programs and practices. Redress methods are taught at employee orientations for both civilian and military personnel as well as military and civilian supervisors and managers.

Deficiency: Due to budget constraints, the EEO/FCR Task Force did not meet this fiscal year.

Element 5. Efficiency

Strength: Army EEO deployed an automated MD 715 reporting tool that significantly reduced the level of effort required to manage the MD 715 process based on model program elements. The application includes Army Installation Status Report (ISR) themed metrics display⁷, data tables and forms creation that allows year round program management. Only three commands did not report compliance indicators.

Deficiency:

- Applicant pool data sets were not available for the FY 07 MD 715 Report. This analysis will be conducted for the FY 08 report.

⁷ Installation Status Report (ISR) Theme : Green (100-90% Compliant), Yellow (89-70% Compliant), Red (less than 70% Compliant)

- There are challenges remaining in insuring data quality,⁸ but the HR MyBiz application is capable of reducing EEO data errors by allowing employees to update their EEO information directly.
- There is no EEOC guidance or assistance in addressing the issue of information data policy for the EEO community which would aid in standardizing EEO data requirements federal sector wide.

Element 6. Responsiveness and Legal Compliance

Strengths: EEO, HR, and Legal review Army senior executive leaders' performance awards with recommendations to the Secretary of the Army for approval or denial.

Army's EEO complaints are managed at each programmatic level. The agency authority for final agency decisions rests with the EEO Complaint Compliance Review Division. The operational report is included in the complaints analysis of this report.

Deficiency: Onsite program reviews from the DA level were not conducted. Timeliness and case oversight of EEO complaints remains an ongoing deficiency. The most notable development was the drastic reduction in the average days taken to a Final Agency Decision on the merits of a complaint without an Administrative Judge (AJ) decision. While not yet below the regulatory requirement of 60 days, the Army average in FY 2007 was just under 81 days, a reduction of nearly two-thirds from the FY 2006 average of 224 days.

Strategy for FY 08 For the next period the EEOCR Office will develop initiatives to address the following action items:

- Continue with the implementation of a "Model EEO program" to provide the infrastructure necessary for the agency to achieve the ultimate goal of a discrimination free work environment, characterized by an atmosphere of inclusion and free and open competition for employment opportunities.
- Interact more with the Functional Chief Representatives of the Career Programs to address the representation of EEO groups in senior positions.
- Conduct onsite program evaluations at Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Agencies (DRU).
- Move towards progressive diversity program planning. Diversity is the result of an enabling environment embedded in programs, policies, and plans that enable each member to self actualize their potential towards mission accomplishment. It is an expression of leadership, supported by law and guidelines, that result in processes that move the enterprise toward an inclusive process model.

⁸ MyBiz (cpol.army.mil/library/general/myBIZ0306.ppt) application enables employees to enter their personal data directly, overcoming some of the limitations of 29 CFR 1614.601

715-01 Part F

715-01 Part F

**CERTIFICATION OF ESTABLISHMENT OF CONTINUING
EQUAL EMPLOYMENT PROGRAMS**

I, Jay Aronowitz, Acting Deputy Assistant Secretary of the Army (EEO and Civil Rights) and the Principal EEO Director/Official for Department of the Army certify that 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.


(EEO Director Signature)

18 SEP 08

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



Date




Signature of Agency Head or Agency Head Designee

18 Sep 08

Date

**715-01 PART G
AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS**



| Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity. | | | | |
|  Compliance Indicator | EEO policy statements are up-to-date. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
| | | Yes | No | |
| | The Agency Head was installed on 7/16/2007. The EEO policy statement was issued on 10/09/2006. Was the EEO policy Statement issued within 6-9 months of the installation of the Agency Head? If no, provide an explanation. | | X | Policy statement was initiated and is awaiting signature. |
| | During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide and explanation. | | X | Awaiting signature |
| | Are new employees provided a copy of the EEO policy statement during orientation? | X | | Army EEO offices are in compliance. |
| | When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement? | X | | |
|  Compliance Indicator | EEO policy statements have been communicated to all employees. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
| | | Yes | No | |
| | Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks? | X | | |



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| Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them? | | X | | |
| Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR Â§1614.102(b)(5)] | | X | | |
|  Compliance Indicator | Agency EEO policy is vigorously enforced by agency management. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to: | | X | | |
| resolve problems/disagreements and other conflicts in their respective work environments as they arise? | | X | | |
| address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace? | | X | | |
| support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities? | | X | | |
| ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.? | | X | | |
| ensure a workplace that is free from all forms of discrimination, harassment and retaliation? | | X | | |



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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|------------|
| ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? | X | | |
| ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship? | X | | |
| ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship? | X | | |
| Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior. | X | | |
| Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet? | | X | See Part H |
| Have managers and supervisors been trained on their responsibilities under the procedures for reasonable accommodation? | | X | See Part H |



Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION

Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.





|  Compliance Indicator | The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Yes | No | |
|  Measures | | | | |
| Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] | | X | | |
| Are the duties and responsibilities of EEO officials clearly defined? | | X | | |
| Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions? | | X | | |
| If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs? | | X | | |
| If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components? If not, please describe how EEO program authority is delegated to subordinate reporting components. | | X | | |



|  Compliance Indicator | <p>The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.</p> | Measure has been met | | <p>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</p> |
|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  Measures | | Yes | No | |
| | Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? | X | | |
| | Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of? | | X | Previous Director did not present the "State of the Agency" briefing. This will occur under the new Director. |
| | Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes? | X | | |



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| 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 re-alignments? | | X | | |
| Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)] | | X | | |
| Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission? | | X | | |
|  Compliance Indicator | The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity? | | X | | EEO Director has oversight but no funding authority to ensure implementation of individual Command EEO Action Plans. |
| Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system? | | X | | |
| Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed? | | | | |





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| Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204 | | X | | |
| Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204 | | X | | |
| People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709 | | X | | |
| Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs? | | X | | |
|  Compliance Indicator | The agency has committed sufficient budget to support the success of its EEO Programs. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems | | | X | Data tracking system was not in a usable format for analysis in FY07. We are working with Civilian Personnel to correct this for FY08. |
| Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?) | | X | | . |



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| Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)? | X | | |
| Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations? | X | | |
| Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards? | X | | |
| Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees? | X | | |
| Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)] | X | | |
| Is there sufficient funding to ensure that all employees have access to this training and information? | X | | |
| Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities: | X | | |
| for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation? | X | | |
| to provide religious accommodations? | X | | |
| to provide disability accommodations in accordance with the agency's written procedures? | X | | |
| in the EEO discrimination complaint process? | X | | |
| to participate in ADR? | X | | |



| 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 | EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials? | | X | | |
| Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer? | | X | | |
|  Compliance Indicator | The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)] | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups? | | X | | |



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| Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups? | | X | | |
| Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups? | | X | | |
|  Compliance Indicator | When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination? | | X | | |
| Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis? | | X | | |
| Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation. | | | X | Army does not currently track this data. |
| Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders? | | X | | |



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| Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.? | | X | | |
| Essential Element D: PROACTIVE PREVENTION Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace. | | | | |
|  Compliance Indicator | Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity? | | X | | |
| When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers? | | X | | |
| Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? | | X | | |
| Are trend analyses of workforce profiles conducted by race, national origin, sex and disability? | | X | | |
| Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability? | | X | | |
| Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability? | | X | | |



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| Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability? | | X | | |
| Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability? | | X | | |
|  Compliance Indicator | The use of Alternative Dispute Resolution (ADR) is encouraged by senior management. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Are all employees encouraged to use ADR? | | X | | |
| Is the participation of supervisors and managers in the ADR process required? | | X | | |
| Essential Element E: EFFICIENCY Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process. | | | | |
|  Compliance Indicator | The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions? | | X | | |
| Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions? | | | X | Data tracking system was not in a usable format for analysis in FY07. We are working with Civilian Personnel to correct this for FY08. |

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| Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act? | | X | | |
| Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency? | | X | | |
| Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation? | | | X | Data collection system was not in place for FY07, but is covered in our Reasonable Accommodation policy (to be published). |
|  Compliance Indicator | The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Does the agency use a complaint tracking and monitoring system that allows identification of the location and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process? | | X | | |
| Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends? | | X | | |
| Does the agency hold contractors accountable for delay in counseling and investigation processing times? If yes, briefly describe how: | | X | | Each Army activity has an acquisition or contracting office to enforce the Federal Acquisition Regulation. Contracts can not be issued without written approval from the supporting contracting officer. |

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| Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110? | | X | | |
| Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110? | | X | | |
|  Compliance Indicator | The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614? | | X | | |
| Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days? | | X | | |
| Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion? | | X | | |
| Does the agency complete the investigations within the applicable prescribed time frame? | | X | | |

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| When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request? | | X | | |
| When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office? | | X | | |
| When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements? | | X | | |
| Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency? | | X | | |
|  Compliance Indicator | There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process? | | X | | |
| Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? | | | X | The Army ADR Office is developing training for managers and supervisors. |

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| After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate? | | | X | The Army ADR Office is currently developing ADR policy. |
| Does the responsible management official directly involved in the dispute have settlement authority? | | | X | |
|  Compliance Indicator | The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC? | | | X | |
| Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)? | | | X | |
| Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC? | | | X | Data tracking system was not in a usable format for analysis in FY07. We are working with Civilian Personnel to correct this for FY08. |
| Do the agency's EEO programs address all of the laws enforced by the EEOC? | | | X | |
| Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act? | | | X | |

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| Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards? | | | X | Data tracking system was not in a usable format for analysis in FY07. We are working with Civilian Personnel to correct this for FY08. |
| Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas? | | | X | For example: Executive Order 13171 Hispanic Summit Task Force, DOD Board of Directors, Interagency meetings/initiative. |
|  Compliance Indicator | The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|  Measures | | Yes | No | |
| Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints? | | | X | |
| Does the agency discrimination complaint process ensure a neutral adjudication function? | | | X | |
| If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? | | | X | |

| Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE | | | | |
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| This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions. | | | | |
| Compliance Indicator | Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
| Measures | | Yes | No | |
| Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges? | | X | | |
| Compliance Indicator | The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
| Measures | | Yes | No | |
| Does the agency have control over the payroll processing function of the agency? | | | | |
| Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief? | | | X | The Defense Finance and Accounting Service is the proponent. |
| Are procedures in place to promptly process other forms of ordered relief? | | X | | |
| Compliance Indicator | Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
| Measures | | Yes | No | |

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| <p>Is compliance with EEOC orders encompassed in the performance standards of any agency employees? If so, please identify the employees by title in the comments section, and state how performance is measured.</p> | <p>X</p> | | <p>EEO, HR and legal review all Army senior executive leaders' performance awards with recommendations to the Secretary of the Army for approval or denial. Compliance with EEO principles is an element in all Army HR performance rating systems for supervisors.</p> |
| <p>Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office? If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.</p> | <p>X</p> | | |
| <p>Have the involved employees received any formal training in EEO compliance?</p> | <p>X</p> | | |
| <p>Does the agency promptly provide to the EEOC the following documentation for completing compliance:</p> | | | |
| <p>Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?</p> | <p>X</p> | | |
| <p>Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?</p> | <p>X</p> | | |
| <p>Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?</p> | <p>X</p> | | |
| <p>Compensatory Damages: The final agency decision and evidence of payment, if made?</p> | <p>X</p> | | |

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| Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain? | X | | |
| Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s | X | | |
| Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available. | X | | |
| Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter). | X | | |
| Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing. | X | | |
| Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement. | X | | |
| Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter. | X | | |
| Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided. | X | | |

715-01 PART H
EEO Plan to Attain the Essential Elements of a Model EEO Program

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| FY 2007 AR | |
| STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY: | Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity. Reasonable accommodation policy metrics and implementation guidelines have not been disseminated. |
| OBJECTIVE: | Disseminate reasonable accommodation policy and measure implementation. |
| RESPONSIBLE OFFICIAL: | Deputy OSEP and Director IWD |
| DATE OBJECTIVE INITIATED: | 11/1/2000 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 9/16/2008 |
| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
| Staff and coordinate draft reasonable accommodation policy with Army staff. | 7/29/2008 |
| Obtain legal review | 8/30/2008 |
| Brief ASA (M&RA) on reasonable accommodation policy and obtain approval. | 9/15/2008 |
| Disseminate reasonable accommodation policy. | 9/16/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| 07-01-08: Reasonable Accommodation Policy and Implementing Guidance are in final coordination process with the OTJAG/OGC Attorneys and Disability Program Director. The final draft will be briefed to the ASA (M&RA) prior to staff coordination. | |

**715-01 PART H
EEO Plan to Attain the Essential Elements of a Model EEO Program**

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| FY 2007 AR | |
| STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY: | Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process. FADs not completed timely within regulation. |
| OBJECTIVE: | To average less than sixty days for the issuance of a Final Agency Decision. |
| RESPONSIBLE OFFICIAL: | Director, EEO Compliance and Complaints Review |
| DATE OBJECTIVE INITIATED: | 12/1/2007 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 12/1/2008 |
| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
| Hire two additional FAD writers and a lead analyst to bring agency staff up to capacity. | 4/1/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| <p>The number of days it took Army to issue FADs improved dramatically from FY 2006 to FY 2007, dropping from 223.52 days to only 80.58 days. This was accomplished with only half the normal staff of FAD writers, as 2 of our 4 analysts left the agency in January 2007 and have not yet been replaced. The positions have been announced and the hiring process is underway. The lead analyst position, vacant since April 2006, will also be filled to allow for improved inventory and workload management. The agency is currently considering informal methods of reducing inefficiency and using technology to streamline inventory management.</p> | |

715-01 PART H
EEO Plan to Attain the Essential Elements of a Model EEO Program

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| FY 2007 AR | |
| STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY: | Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process. Investigations not completed as required within 180 days. |
| OBJECTIVE: | To average less than 180 days for the completion of an investigation. |
| RESPONSIBLE OFFICIAL: | Director, EEO Compliance and Complaints Review |
| DATE OBJECTIVE INITIATED: | 12/1/2007 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 12/1/2008 |
| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
| Revision of the Army regulation governing complaints processing, incorporating processes from the DoD IRD pilot project which resulted in reductions in processing time. | 12/1/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| The Army/DoD IRD pilot project was concluded in October 2007. 55 complaints were processed through to the completion of the investigative process in an average of 143 days, significantly lower than the Army-wide average. Army is currently analyzing the data and feedback from participating EEO Offices to determine which processes contributed to the reductions in processing time and could feasibly be expanded Army-wide. | |

**715-01 PART I
EEO Plan to Eliminate Identified Barrier**

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | The representation of EEO groups (White women, Black men and women, Asian men and women, Hispanic men and women, Individuals with Disabilities and Targeted Disabilities) in feeder career programs impacts the movement of EEO groups to senior positions. |
| BARRIER ANALYSIS | <p>All of these groups have a lower participation rate than the CLF with respect to senior leadership positions in certain executive fields and Federal job categories (see Tables A1 to C3). The Army has not yet conducted a thorough trend analysis to identify and mitigate barriers that might exist. In addition, we are identifying best business practices as a way to broaden our applicant pools and the professional development of protected groups. These practices include succession plans, mentoring programs, developmental opportunity programs, increased collaboration with affinity and employee groups.</p> <p>This analysis will help identify potential barriers or triggers for low representation of minorities and women in certain employment categories of the Army workforce. This analysis can help shape the Army's strategy on recruitment, hiring, promoting and career development practices.</p> |
| STATEMENT OF IDENTIFIED BARRIER: | The Army has not started to collect data on succession planning, effectiveness of mentoring programs, career developmental program, etc. |
| OBJECTIVE: | Measure the impact of these programs on EEO groups and assess new strategies for increasing the applicant pool of minorities and women. |
| RESPONSIBLE OFFICIAL: | CHRA, FCR, Deputy OSEP, Deputy CCR, ACOM EEOs |
| DATE OBJECTIVE INITIATED: | 6/02/2008 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 12/1/2010 |

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**EEOC FORM
715-01 PART I
EEO Plan to Eliminate Identified Barrier**

| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Conduct a survey on number of succession plans developed throughout the Army | 8/15/2009 |
| Review the mentoring program procedures and analyze the usage of this program by EEO groups. | 9/15/2009 |
| Review the EEO group utilization developmental opportunity programs by career and non-careerists | 10/12/2009 |
| <ul style="list-style-type: none"> • Conduct a thorough analysis of representation of applicant pools, referral lists and selections; conduct focus groups as necessary; conduct a thorough analysis of representation across career fields, commands, geographical location, and by pay band. • Impact of NSPS ratings on minorities and women • Impact of NSPS on feeder groups (equivalent GS 13-15) on career advancement • Impact of NSPS on individuals with disabilities in promotion, career advancement and training opportunities • Recruitment and/or outreach efforts to increase the representation of minorities and women in the Senior Executive Service, Intelligence Executives, Science and Technology Executives, Senior Intelligence Professionals • Impact of the Minority College Relations Program on the recruitment and hiring efforts of individuals that have graduated from Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities. • Recruitment and hiring efforts of individuals with targeted disabilities. | 10/12/2009 |

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| REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVES |
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**EEOC FORM
715-01 PART I
EEO Plan to Eliminate Identified Barrier**

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | EEO documentation does not account for language differences of Army employees; Executive Order 13125 – Improving Access to Services For Persons with Limited English Proficiency, August 11, 2000. |
| BARRIER ANALYSIS | Army employees occupy a wide range of occupations and language groups. Although American English is widely used, EEO documents should be provided in languages in common usage at the operational level to ensure understanding of the complaint process. |
| STATEMENT OF IDENTIFIED BARRIER: | EEO complaint process documents are not multilingual. |
| OBJECTIVE: | Provide EEO complaint and policy documentation in multilingual formats. |
| RESPONSIBLE OFFICIAL: | Deputy OSEP |
| DATE OBJECTIVE INITIATED: | 10/2/2006 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 1/30/2009 |

**EEOC FORM
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EEO Plan to Eliminate Identified Barrier**

| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Draft requirements to identify documents that can be converted | 3/29/2007 |
| Obtain technical solution and task order to begin document conversion. | 6/29/2007 |
| Assemble writing group to review and create master conversion documents | 8/31/2007 |
| Coordinate with Army Distance Learning to determine if multilingual versions can be added to distance learning systems and then to AKO | 09/19/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| 1 October 2007. Technical solutions have been explored and it has been determined that contractor support will be the best solution for creating multilingual documents. The initial plan was to post the documents on the DA EEO web site, but the most distribution can be achieved by placing the documents inside AKO. | |

**EEOC Form
715-01 PART I
EEO Plan to Eliminate Identified Barrier**

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | <p>Individuals with disabilities, including people with targeted disabilities, have low participation rates within the career programs compared to the CLF.</p> <p>There is a perception that all Army employees are only active duty military members. Further, there is a widespread lack of knowledge about the career opportunities and appointing authorities for civilians with disabilities within the Army.</p> |
| BARRIER ANALYSIS | Functional career representatives (FCR), as members of a taskforce with EEO Deputy for Outreach and Special Emphasis Programs, analyzed demographics and EEO complaints data for each career program. Barriers were identified for each career program. |
| STATEMENT OF IDENTIFIED BARRIER: | <p>Perception of the public about civilian jobs and career opportunities in the Army. Public information is too technical.</p> <p>Requirements of success are often not communicated clearly within the workforce.</p> <p>Lack of knowledge of employment options for hiring persons with disabilities.</p> |
| OBJECTIVE: | <p>To improve marketing of Army career opportunities to persons with disabilities.</p> <p>To improve participation rate of persons with disabilities, to include targeted disabled, especially at the senior leadership level.</p> <p>To improve accessibility to Army career information as well as how to apply guidance for individuals with disabilities.</p> <p>To ensure websites are Sec 508 compliant.</p> |
| RESPONSIBLE OFFICIAL: | ACOM, ASCC, DRU EEOs, Deputy OSEP |
| DATE OBJECTIVE INITIATED: | October 1, 2005 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | October 1, 2009 |

**EEOC FORM
715-01 PART I
EEO Plan to Eliminate Identified Barrier**

| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Publish reasonable accommodation policy. | 9/16/2008 |
| Establish collaborative relationships with individual with disabilities affinity groups. | 12/30/2008 |
| Participate in employment workshops for Wounded Warriors | 10/1/2009 |
| Increase awareness and utilization of Work Force Recruiting Program with Army managers. | 10/1/2009 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| 05-13-2008 This objective has been modified as of 05-13-2008. The Planned Activities Towards Completion of Objective will be covered under the new EEO Plan to Eliminate Identified Barrier | |

**715-01 PART I
EEO Plan to Eliminate Identified Barrier**

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | The representation of EEO groups in career programs impacts the movement of EEO groups to senior positions. |
| BARRIER ANALYSIS | The impact of the implementation of NSPS on EEO groups is being measured. The move from GS pay grades to NSPS pay bands means that the number of traditional promotions and other methods of employee movement have changed. The impact on career development under NSPS has yet to be determined due to staggered implementation and lack of guidance from EEOC. |
| STATEMENT OF IDENTIFIED BARRIER: | A systematic analysis of the impact of NSPS on the civilian workforce has not been conducted. For those employees who have converted, career development prerequisites previously utilized by members of EEO groups are not as easily identifiable as under the general schedule. The impact of NSPS pay bands has not been assessed due to the recency of the conversion to this system. The need for career development remains to ensure continued growth of the workforce. |
| OBJECTIVE: | Measure the impact of NSPS on EEO groups within Career Programs. |
| RESPONSIBLE OFFICIAL: | Deputy OSEP, Deputy CCR, MACOM EEO |
| DATE OBJECTIVE INITIATED: | 12/1/2004 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 12/1/2009 |

EEOC FORM
715-01 PART I

EEO Plan to Eliminate Identified Barrier

| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Conduct statistical tests to examine NSPS changes on EEO groups | 4/22/2008 |
| Meet with EEOC to obtain MD 715 impact guidance relative to MD 715 reporting. | 11/15/2007 |
| Provide mid year report on MD 715 with focus on NSPS based information. | 7/25/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| <p>7-15-2005: A Functional Career Representative's task force was established to meet quarterly to review progress toward barrier reductions. The next meeting is scheduled for 2008.</p> <p>11-15-07: EEOC has not issued guidance relative to MD 715 and how reporting activities are to statistically frame their NSPS based results.</p> <p>8-30-2007: Completed - Provide mid year report on MD 715 with focus on NSPS based information. The data elements for analysis of NSPS data is 95% completed, but actual NSPS program execution will not be done until 2008. Analysis of impact of NSPS will be accomplished by mid year 2008.</p> <p>10-1-2007: Provide PECP-HRS-A with functional requirements to support NSPS reporting under NSPS was completed.</p> <p>Not Completed -Conduct statistical tests to forecast NSPS changes on EEO groups - Not completed because payout of NSPS employees data will not be available until after the reporting period of this report and will therefore be included in the FY08 report.</p> <p>05-13-2008 This objective has been modified as of 05-13-2008. The Planned Activities Towards Completion of Objective will be covered under the new EEO Plan to Eliminate Identified Barrier</p> | |

**715-01 PART I
EEO Plan to Eliminate Identified Barrier**

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | Low participation rate of Asian American/Pacific Islander (AA/PI) men and women in senior positions. |
| BARRIER ANALYSIS | The participation rates for AA/PI men in pay plan ES is 1.9% versus a CLF of 2.1%. There are no AA/PI women reported in pay plan ES (Executive Service). The pay plan ST (Science and Technology) participation rates for AA/PI men is at the acceptable range, but the participation rate for AA/PI women in pay plan ST is far below the acceptable range. Pay plans IE and IES have no Asian representation. |
| STATEMENT OF IDENTIFIED BARRIER: | The movement of AA/PI men and women into senior positions is below the expected participation rates |
| OBJECTIVE: | Use the career programs and ACTEDS planning to provide a pool of AA/PI men and women into senior positions |
| RESPONSIBLE OFFICIAL: | FCRs, Director AA/PI Programs, ACOM EEO |
| DATE OBJECTIVE INITIATED: | 5/11/2005 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 5/14/2008 |

EEOC FORM
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EEO Plan To Eliminate Identified Barrier

| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Assess the applicant flow of AA/PI men and women feeder groups for ES and ST positions | 5/11/2008 |
| Assess the applicant flow of AA/PI men and women feeder groups for IE and IES. | 7/22/2008 |
| Meet with career program managers and DoD supported Asian American and Pacific Islander employment affinity groups to develop strategies that reach out and provide opportunities to the Asian and Pacific Islander community | 8/30/2008 |
| Develop strategies that increase career program representation at colleges and universities that have more than 5% Asian American and Pacific Islander student and faculty populations. | 9/29/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| <p>5/11/2005: Assessment or applicant flow of Asian men and women has not been successful because Data tracking system was not in a usable format for analysis in FY07.</p> <p>12/01/07 "Develop strategies that increase career program representation at colleges and universities that have more than 5% Asian American and Pacific Islander student and faculty populations". Ongoing, MCRP has begun to target Asian and Pacific Islander supported schools. No results yet as applicant flow data not available.</p> <p>10-1-07: Ongoing studies to examine applicant flow not possible because applicant pool data is not available.</p> <p>05-13-2008 This objective has been modified as of 05-13-2008. The Planned Activities Towards Completion of Objective will be covered under the new EEO Plan to Eliminate Identified Barrier</p> | |

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EEO Plan to Eliminate Identified Barrier

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | The representation of EEO groups in career programs impacts the movement of EEO groups to senior positions. |
| BARRIER ANALYSIS | The representation of minorities and women in senior executive positions is less than their CLF representation (Table A-3). There are no minorities in pay plan IE - Senior Intelligence Executive Service or in pay plan IP Senior Intelligence Professionals. The representation of minorities in pay plans ST - Scientific and professional is sparse. The representation of women in SES (ES) positions is below the CLF for officials and managers, while the representation of Hispanic men and women is also well below the CLF. All EEO groups except for white men are below their CLF representation. |
| STATEMENT OF IDENTIFIED BARRIER: | The implementation of NSPS will have an impact on the civilian workforce. The data elements currently used for EEO reporting are not sufficient to show whether NSPS impacts members of EEO groups differently. The application of the Uniform Selection Guidelines must be applied to applicable portions of NSPS to determine if NSPS has an adverse impact on EEO groups in career programs. |
| OBJECTIVE: | Measure whether NSPS has an impact on EEO groups. |
| RESPONSIBLE OFFICIAL: | CHRA, DASA EEO/CR |
| DATE OBJECTIVE INITIATED: | 12/1/2004 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 12/1/2009 |

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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Conduct statistical tests to forecast NSPS changes on EEO groups | 3/22/2007 |
| Meet with EEOC to obtain MD 715 impact guidance relative to MD 715 reporting. | 11/15/2007 |
| Provide mid year report on MD 715 with focus on NSPS based information. | 7/25/2007 |
| Revise MD 715 Data tables to reflect NSPS conversion data | 11/14/2007 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| <p>10/01/07. Requirements have been submitted and finalized. Data tables that reflect the impact of NSPS relative to MD 715 will be available before the FY 08 report is started</p> <p>11/15/07: EEOC has not issued guidance relative to MD 715 and how reporting activities are to statistically frame their NSPS based results.</p> <p>05/13/2008 This objective has been modified as of 05-13-2008. The Planned Activities Towards Completion of Objective will be covered under the new EEO Plan to Eliminate Identified Barrier</p> | |

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EEO Plan to Eliminate Identified Barrier**

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | Army policy requires a Minority College Relations Program, which organizations increasingly participate in. Program requires more local visibility and ability to identify employees who have attended minority colleges to see program effectiveness. |
| BARRIER ANALYSIS | Interactions with college officials indicate that greater visibility of the Army's total civilian opportunities as well as military mission is a marketing challenge. The success of the MCRP is difficult to quantify because the tracking of graduation data in DCPDS is not robust. Updating the data set would provide the ability to substantiate the quality of knowledge, skills and abilities provided by the schools. |
| STATEMENT OF IDENTIFIED BARRIER: | The accession and career successes of civilian employees who have been educated at Historically Black Colleges and Universities, Minority Institutions and those that serve persons with disabilities have not been quantified due to data omissions in DCPDS. |
| OBJECTIVE: | Measure the success rate of civilian employees who have graduated from minority colleges and universities as a means of strengthening the marketing of the MCRP to Army leadership and school officials. |
| RESPONSIBLE OFFICIAL: | Deputy for OSEP and CHRA |
| DATE OBJECTIVE INITIATED: | October 1, 2005 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | October 1, 2008 |

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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Continue to develop and conduct technical assistance and information exchange workshops, conferences, and seminars to ensure awareness training for the Army and colleges, universities, and small and disadvantaged business to build strategic alliances and networks. | 4/30/2008 |
| Continue to develop and conduct technical assistance and information exchange workshops, conferences, and seminars to ensure awareness training for the Army and colleges, universities, and small and disadvantaged business to build strategic alliances and networks. | 10/2/2008 |
| Conduct Army Lean Six Sigma classes at minority colleges and universities for Army ROTC and potential Army civilian personnel. | 1/15/2009 |
| Gain access to a greater talent pool and increase the role of IHEs and small and disadvantaged businesses involvement in Army sponsored programs through collaboration, communication, and information exchanges, which support and/or match those the Army provides. | 10/2/2009 |
| Identify STEM capabilities that support the Global War on Terrorism, Homeland Security, and Transformation including Force Manning through matching and leveraging the use of Institution of Higher Educations in support of Secretary of Defense and Army priorities. Further, identify and establish MOA, MOU, cooperative agreements, and battlefield centers of excellence with Hispanic Serving Institutions. | 10/1/2009 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| 10/1/007: The Army realigned the MCRP objectives to position the program to take full advantage of interactions with Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), and Other Minority Institutions (OMIs). The implementation of one of the five HBCUs Battlefield Capability Enhancement Centers of Excellence was accomplished as a joint effort by the | |

Army SADBUs office, Army Research Laboratory, and the EEOCR office. These Centers are: (1) executed via cooperative agreement; (2) HBCU/MI led with TRADOC battle lab collaboration; (3) focused on rapid transition of basic research; (4) 5-year duration; (5) \$500K/year efforts; and (6) three out of four of the universities attend at least two MCRP workshops.

Because of the collaboration with the Army's SADBUs office, the Army exceeded the DOD 5% goal of contractual funds awarded to minority IHEs and an increase in the percentage of contracts awarded, grants, and cooperative agreements awarded to minority IHEs by four percent.

The White House Initiative Office on Tribal College & Universities (TCUs) requested that the Army's participation in the White House Initiative Task Force that assists the TCUs to develop and implement four-year degree programs in engineering and science. A part of the foundation of this initiative resulted in the Army's 2004 technical assistance and information exchange workshop, held in South Dakota. Once the 4-year degree program is implemented, it will affect thousands of students at the TCUs.

10/1/2007: Visited a total of 10 minority colleges and universities. Also, contacted over 20 small and disadvantaged businesses in an effort to introduce them to Army sponsored programs. (This objective will continue to be one of the Army's milestones.)

Over 30 senior leaders participated in this year's MCRP technical assistance and information exchange workshops. Although, the Army had a successful year with respect to marketing of the MCRP at the Army Major Commands, this objective will continue to be a milestone.

10/1/2007: Completed -Actively pursue higher visibility and achievement of MCRP activities; continued establishments of liaison relationships with HBCUs, HSIs, TCUs, and OMI's in an effort to match and realign MCRP goals and objectives to complement the Army's transformation goals, as well as support the war and homeland security.

05/13/2008 This objective has been modified as of 05-13-2008. The Planned Activities Towards Completion of Objective will be covered under the new EEO Plan to Eliminate Identified Barrier

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | The representation of Black men and women is lower than expected in pay plans ES, IE, IS and ST. |
| BARRIER ANALYSIS | Analysis of table A3-1 indicates that the representation of Black men and women is lower than expected. Using the CLF for officials and managers, the CLF for Black men in pay plans ES is 2.8%, while the representation of Black men in pay plan ES is 2.5%. The CLF for Black women is 3.5% and the representation of black women in pay plan ES is 1.5% while Black men and women are absent in other senior pay plans such as IE,IS and ST. This indicates that the representation of employees in either group is lower than expected. The applicant flow analysis for these positions is not possible until an applicant pool universe in Business Objects is provided. |
| STATEMENT OF IDENTIFIED BARRIER: | The absence of the applicant flow data hinders analysis such that no determination can be made as to whether the pipeline into the SES is sufficient to support selections of Black men and women. |
| OBJECTIVE: | Improve the representation of Black men and women into the SES by strengthening representation of Black men and women in grades 14 and 15. |
| RESPONSIBLE OFFICIAL: | Career Program Managers and SES Office |
| DATE OBJECTIVE INITIATED: | 10/2/2006 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 9/30/2008 |

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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Examine applicant flow data to determine if the pool of Black men and women is sufficient to support selections of this group into the pay plans ES, IE, IS and ST. | 3/5/2007 |
| Use the Minority College Relations program as one of the applicant pipelines into pay plans ES, IE, IS and ST | 4/30/2007 |
| Submit requirement to track employees who have graduated or attended minority colleges or universities to determine skills that have matched current positions. Using existing data, it can be determined which schools provide best fit. | 9/26/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| <p>10/1/2007: Applicant pool data is not available, therefore no analysis is possible.</p> <p>10/1/2007: SCR (systems change request) to track employees who have attended Minority Colleges and Universities was submitted; no action has been taken.</p> <p>05/13/2008 This objective has been modified as of 05-13-2008. The Planned Activities Towards Completion of Objective will be covered under the new EEO Plan to Eliminate Identified Barrier</p> | |

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | The representation of Black women in positions for pay plans IE (senior intelligence executive) and IP (senior intelligence professional), as well as in scientific and technical positions, is lower than expected |
| BARRIER ANALYSIS | The data in table A3-2 indicates that the number of black women in pay plans IE, IS and ST is lower than expected. The examination of applicant pool data to determine if the pipeline into these positions is sufficient can not be done because the applicant pool reporting tool is not available. |
| STATEMENT OF IDENTIFIED BARRIER: | Examination of barriers experienced by Black women moving into positions of pay plans IE, IS and ST can not be conducted because the reporting tool needed for the analysis is not available. |
| OBJECTIVE: | Improve the representation of Black women in pay plans IE, IS and ST. |
| RESPONSIBLE OFFICIAL: | Career Program Managers and SES Office |
| DATE OBJECTIVE INITIATED: | 10/2/2006 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 9/30/2009 |

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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Meet with career program action officer to develop detailed analysis of career field requirements and match those requirements with current outreach programs and configure outreach programs to meet career program requirements | 7/23/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| 10/1/2007: FCR task force meetings will be rescheduled for 2008. 05/13/2008 This objective has been modified as of 05-13-2008. The Planned Activities Towards Completion of Objective will be covered under the new EEO Plan to Eliminate Identified Barrier | |

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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Develop and implement training for IWD Program Managers. | 6/30/2008 |
| Continued use of Workforce Recruitment Program for college students with disabilities as source to increase the hiring of individuals with severely targeted disabilities. Students were hired into intern, temporary, and/or permanent positions. 1-18-08 Continue training of supervisors on use of special hiring authorities. | 9/30/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| <p>1/18/08: During FY 07 Workforce Recruitment Program for college students with disabilities were hired into internship, temporary and/or permanent positions throughout Army.</p> <p>1/18/08 Dir, IWD Program, conducted training for supervisors and employees on the reasonable accommodation program throughout FY 07.</p> <p>1/18/08 During FY 07, 3306 accommodations, totaling \$1,362,444.37, were filled by the DoD Computer/Electronic Accommodations Program, for Army civilian and military wounded service members. (DOD Computer/Electronic Accommodations Program, Annual Stakeholders Report, FY 2007)</p> | |

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| FY 2007, AR | |
| STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: | As of September 30, 2007, Hispanic representation in the Army is lower than the civilian labor force statistics. |
| BARRIER ANALYSIS | Overall, the representation of Hispanic men has decreased by less than 1% (-.29%) which is not statistically significant, but the decrease in the representation of Hispanic women has decreased by 3% (-2.94%). |
| STATEMENT OF IDENTIFIED BARRIER: | Most Army jobs are concentrated in geographic areas with low Hispanic representation. |
| OBJECTIVE: | Determine causes for Hispanic representation. |
| RESPONSIBLE OFFICIAL: | Dir, HEP & Deputy, OSEP |
| DATE OBJECTIVE INITIATED: | 8/15/2006 |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 10/15/2008 |

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| EEOC FORM 715-01 PART I |
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EEO Plan to Eliminate Identified Barrier

| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Lead DOD effort to address Hispanic employment issues by hosting Federal summit on Hispanic employment issues | 10/15/2008 |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE | |
| <p>10/15/07: Hosted Hispanic Leadership Summit for the federal government Hispanic community energizing initiative. Senior representatives from the Department of Defense (DoD), the Department of the Army, the Department of Homeland Security and the Social Security Administration agreed to steer the execution of subject activity in the Washington, D.C. area.</p> <p>05/13/08 This objective has been modified as of 05-13-2008. The Planned Activities Towards Completion of Objective will be covered under the new EEO Plan to Eliminate Identified Barrier</p> | |

715-01 PART J
Special Program Plan for the Recruitment, Hiring, and Advancement of
Individuals With Targeted Disabilities

| | | |
|--------------------------------------------------------|--------------------------------------|------------------------------------|
| Part I Department of Agency Information | 1. Agency | 1. Headquarters United States Army |
| | 1.a. 2 nd Level Component | 1.a. |
| | 1.b. 3 rd Level or lower | 1.b. |

| | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|----------------|---------|------------|-------|
| Part II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities | Enter Actual Number at the ... | ... beginning of FY. | | ... end of FY. | | Net Change | |
| | | Number | % | Number | % | Number | % |
| | Total Work Force | 216,403 | 100.00% | 217,531 | 100.00% | 1,128 | 0.48% |
| | Reportable Disability | 16,965 | 7.83% | 17,531 | 8.06% | 566 | 3.33% |
| | Targeted Disability* | 1,682 | 0.77% | 1,693 | 0.77% | 11 | 0.65% |
| | * If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below). | | | | | | |
| | 1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period. | | | | | 0 | |
| | * If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below). | | | | | | |
| 2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period. | | | | | 0 | | |

Part III Participation Rates In Agency Employment Programs

| Other Employment/Personnel Programs | TOTAL | Reportable Disability | | Targeted Disability | | Not Identified | | No Disability | |
|--------------------------------------------|--------------|------------------------------|-------|----------------------------|-------|-----------------------|-------|----------------------|--------|
| | | # | % | # | % | # | % | # | % |
| 3. Competitive Promotions | 16,603 | 1,246 | 7.50% | 104 | 0.62% | 318 | 1.91% | 15,036 | 90.56% |
| 4. Non-Competitive Promotions | 0 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |

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|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|-------|-------|-------|-------|---------|--------|
| 5. Employee Career Development Programs | 90,261 | 6,613 | 7.32% | 592 | 0.65% | 1,772 | 1.96% | 81,839 | 90.66% |
| 5.a. Grades 5 - 12 | 131,948 | 11,256 | 8.53% | 1,077 | 0.81% | 2,597 | 1.96% | 118,042 | 89.46% |
| 5.b. Grades 13 - 14 | 17,250 | 1,144 | 6.63% | 87 | 0.50% | 373 | 2.16% | 15,727 | 91.17% |
| 5.c. Grade 15/SES | 941 | 60 | 6.37% | 3 | 0.31% | 11 | 1.16% | 870 | 92.45% |
| 6. Employee Recognition and Awards | 0 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| 6.a. Time-Off Awards (Total hrs awarded) | 28,309 | 2,922 | 10.32% | 220 | 0.77% | 652 | 2.30% | 24,718 | 87.31% |
| 6.b. Cash Awards (total \$\$\$ awarded) | 104,401 | 8,159 | 7.81% | 868 | 0.83% | 1,852 | 1.77% | 94,358 | 90.38% |
| 6.c. Quality-Step Increase | 0 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| EEOC FORM 715-01 Part J | Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities | | | | | | | | |
| Part IV Identification and Elimination of Barriers | Lack of knowledge of employment options for hiring persons with disabilities and the insufficient marketing of Army positions to the community. Low local visibility of disability statistics. Lack of trained Individuals with Disabilities (IWD) Program Managers. Non-compliant, under Section 508 of the Rehab Act, EEOCR website. | | | | | | | | |
| Part V Goals for Targeted Disabilities | Goals include: increased marketing and use of the DoD centrally funded Workforce Recruitment Program for College Students with Targeted Disabilities as a recruitment source; ensure recruiters, managers, supervisors, IWD Program Managers, and selecting officials are aware of the special appointment authorities, i.e., Schedule A, Disabled Veterans, internships, etc., for hiring; actively pursue higher visibility and achievement of IWD program objectives; continued establishment of liaison relationships with Historically Black, Hispanic Serving and American Indian Tribal Colleges and Universities Programs to ensure needs and skills of individuals/students with disabilities are included for employment consideration; continued development and presentation of awareness training for employees, managers, and supervisors to ensure commitment to issues affecting IWD full participation; participate in implementation of Wounded Service Member | | | | | | | | |

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| | <p>programs to provide civilian employment opportunities to severely disabled returning soldiers; actively market reasonable accommodations options and availability of Computer/Electronic Accommodations Program services; and continue establishing liaison relationships with state and local rehabilitation offices, the Veterans Administration and other training/rehabilitation organizations in an effort to provide training/retaining, unpaid work experience and employment opportunities Local EEO offices will be more closely evaluated on workforce profiles for persons with disabilities. This includes evaluations of command briefing statistics using the MD 715 B series data tables and minutes of committee meetings. Provide training for IWD Program Managers. Upgrade EEOCR website to be compliant under Section 508 of the Rehab Act. Include employment information and links for IWD employees/applicants on the website.</p> |
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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 a Office of Personnel Management Standard Form (SF) 256 of via self identification in the MyBiz application. 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 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.
- **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 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 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.

DATABASE NOTES

1. The data for this report reflects the organization as of 1 October 2007. 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. 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.
4. 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.

Appendix B

[Data Tables](#)

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Appendix C Supporting Documents

1. [FEORP Certification 2002.doc](#)
2. [FEORP Certification\[1\].doc](#)
3. [feorpexemption.doc](#)
4. [FY07 462 Final Signed & Certified.tif](#)

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