U.S. ARMY

EQUITY AND INCLUSION AGENCY

FEDERAL AGENCY EQUAL EMPLOYMENT OPPORTUNITY PROGRAM STATUS REPORT

EQUAL EMPLOYMENT OPPORTUNITY COMMISSSION MANAGEMENT DIRECTIVE 715

FISCAL YEAR 2022

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U.S. ARMY EQUITY AND INCLUSION AGENCY
MODEL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM
STATUS REPORT: FISCAL YEAR 2022

Table of Contents

Parts A–D: Agency Information

U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
For period covering October 1, 2021 to September 30, 2022.			

PART A Department or Agency Identifying Information	**Agency**	DoD Department of the Army	
	Address	111 Army Pentagon	
	City, State, Zip Code	Washington, DC 20310	
	CPDF Code	AR00	
	FIPS code(s)	8840	

PART B Total Employment	**Permanent Workforce**	193,989	
	Temporary Workforce	2,272	
	Employees Paid from Non-Appropriated Funds	19,349	
	TOTAL EMPLOYMENT	215,610	

PART C.1 Head of Agency and Head of Agency Designee	**Leadership**	**Name**	**Title**
	Head of Agency	Hon. Christine Wormuth	Secretary of the Army
	Head of Agency Designee	Dr. Lyle J. Hogue	Acting Deputy Assistant Secretary of the Army

PART C.2 Agency Official(s) Responsible for Oversight of EEO Programs	**Name**	**EEO Program Staff Title**	**Occupational Series/Pay Plan and Grade**	**Email Address**
	Dr. Lyle J. Hogue	Acting Deputy Assistant Secretary of the Army Equity, and Inclusion Agency	0260/SES	lyle.j.hogue.civ@army.mil
	Ms. Seema E. Salter	Deputy, Senior EEO Policy Advisor	0260/GS-15	seema.e.salter.civ@army.mil
	Mr. Timothy W. Holman	Director, EEO Policy and Programs	0260/GS-15	timothy.w.holman2.civ@army.mil
	Mr. Spurgeon A. Moore II	Director, EEO Compliance and Complaints Review and Adjudication	0260/GS-15	spurgeon.a.moore2.civ@army.mil
	Ms. Rosemary Salak	Disability Program Manager	0260/GS-14	rosemary.salak.civ@army.mil
	Ms. Yvonne Murray	Affirmative Employment Program Manager	0260/GS-14	yvonne.r.murray2.civ@army.mil
	Mr. Tony McClure	EEO Modernization and Innovation Program Manager	0260/GS-14	tony.mcclure1.civ@army.mil
	Ms. Angela Love	EEO Program Manager	0260/GS-14	angela.g.love2.civ@army.mil
	Ms. Khalia Gamble	EEO Fellow	0260/GS-7	khalia.a.gamble.civ@army.mil
	Ms. Jalasia Lee	EEO Fellow	0260/GS-7	jalasia.l.lee.civ@army.mil

PART D	Subordinate Component and Location (City/State)	Agency and FIPS codes
List of Subordinate Components Covered in this Report	US Army Forces Command (FORSCOM), Fort Bragg, NC	ARFC
	US Army Training & Doctrine Command (TRADOC), Fort Eustis, VA	ARTC
	US Army Material Command (AMC), Huntsville, AL	ARX1
	US Army Futures Command (AFC), Austin, TX	ARAF
	US Army Pacific (USARPAC), Honolulu, HI	ARP1
	US Army Europe (USAREUR-AF), Wiesbaden, GE (Germany)	ARE1
	US Army Central Command (ARCENT), Shaw Air Force Base, SC	AR3A
	US Army North (USARNORTH), San Antonio, TX	AR5A
	US Army South (USARSOUTH), San Antonio, TX	AR5A
	US Army Special Operations Command (USASOC), Fort Bragg, NC	ARSP
	US Army Space & Missile Defense Command/US Army Forces Strategic Command (SMDC), Huntsville, AL	ARSC
	US Army Cyber Command (ARCYBER), Fort Belvoir, VA	AR2A
	US Army Medical Command (MEDCOM), San Antonio, TX	ARMC
	Military Postal Service Agency (MPSA), Arlington, VA	AROO
	US Army Intelligence & Security Command (INSCOM), Fort Belvoir, VA	ARAS
	US Army Criminal Investigation Command (USACIDC), Quantico, VA	ARCB
	US Army Corps of Engineer (USACE), Washington, DC	ARCE
	US Army Military District of Washington, (USAMDW), Fort McNair, DC	ARMW
	US Army Test & Evaluation Command (ATEC), Aberdeen, MD	ARAT
	Civilian Human Resources Agency (CHRA), Aberdeen, MD	ARCH
	US Army Human Resources Command (HRC), Fort Knox, KY	ARCH
	US Military Academy (USMA), West Point, NY	ARMA
	US Army Acquisition Support Center (USAASC), Fort Belvoir, VA	ARAE
	Arlington National Cemetery (ANC), Arlington, VA	ARAN
	US Army War College (USAWC), Carlisle, PA	ARTW
	Office of the Administrative Assistant to the Secretary of the Army (OAA), Pentagon, DC	ARSA

Part E: Executive Summary

MD-715 PART E	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
The Department of the Army	For period covering October 1, 2021, to September 30, 2022

Section I: Agency Mission and Leadership

Organization and Mission

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

The Army Principal Equal Employment Opportunity Official

The ASA (M&RA)'s Deputy for Equity and Inclusion (DASA-EI) is the Army's designated Equal Employment Opportunity (EEO) Official; has full coordinating authority over all Army resources; and is responsible for the management, direction and execution of Diversity, Equity, Inclusion, and Accessibility Policy and Programs, as well as Equal Employment Opportunity, Equal Opportunity, and Compliance and Complaints Review, and Adjudication functions. The DASA-EI represents the Secretary of the Army in matters of Diversity and Inclusion and EEO with Congress, federal agencies, national associations, and affinity and community groups that share mutually beneficial interest and commitment to inclusion.

Army Commands, Army Service Component Commands, and Direct Reporting Units

The Army conducts operational and institutional missions through its Headquarters (HQDA), Army Commands (ACOMs), Army Service Component Commands (ASCCs) and Direct Reporting Units (DRUs). EEO is the responsibility of the unit commanders or civilian equivalent. They are assisted by EEO specialists at unit level.

Figure 1 on the next page depicts the DASA-EI operating model and organization chart during Fiscal Year (FY) 2022.

FY2022 DASA Equity and Inclusion Agency Operating Model and Organization Chart

Secretary of the Army

- - - - **Senior Advisor for Diversity and Inclusion**

DASA EIA*
SES

ASA MRA

Deputy

Executive Assistant

EI Program Manager

IT Tech

Chief Diversity Equity and Inclusion	Military Equal Opportunity	Command Policy Operations	EEO Policy/Programs	EEO Compliance and Complaints Review, and Adjudication
▪DE&I Strategy/Annex ▪ Military Implementation Plan ▪ Project Inclusion (PI) Initiatives (PI OPT, YVM Listening Sessions) ▪ SECAR Diversity Council ▪ Talent Management ▪ Education & Training ▪ Military Leadership Diversity Commission ▪ DEI Outreach and Engagement ▪ OSD Diversity Working Groups	▪AR 600-20 (CH 6, para 4-19) ▪ MEO Policy ▪ MEO Complaints (Discrimination, hazing & bullying) ▪ Command Climate Assessments ▪ Program Evaluation ▪ Trends Analysis ▪ On Line Conduct ▪ USAR Advisor ▪ DEOMI ▪ EORS Database	▪Oversight: • AR 600-20 • Sexual Harassment/ Assault Response and Prevention SHARP) • People First Task Force • Prevention Plan of Action • Gender Integration (Army 2020) • Gender Equity policy • Military Transgender, Religious Accommodations, and other Policy assistance ▪ DACOWITS ▪ Audit Liaison	▪ MD 715 Report ▪ Modernization ▪ Data Management ▪ EEO Board of Directors ▪ Disabilities Program ▪ Program Evaluation ▪ Special Emphasis ▪ Barrier/Trend Analysis ▪ Training and Education ▪ AR 690-12 ▪ AR 600-7 ▪ Title VI/VII/IX ▪Affirmative Employment ▪DVAAP Report ▪FEORP Report ▪Religious Accommodation	▪ Complaint Adjudication ▪ Implementation Orders ▪ EEO Compliance Verification ▪ Compliant Trend Analysis ▪ No FEAR Report ▪ 462 Report ▪ EEO Complaint Data Tracking ▪ Adverse Screenings ▪ Counselor Certification ▪ DoD IRD Liaison ▪ AR 690-600 ▪ EEO ADR ▪ FedSEP Hearings/Appeals ▪ Program Evaluations

*DASA EIA dual-hatted as the Senior Advisor to the SECARMY

Figure 1 DASA EI Organization Chart

Database Information

The Equal Employment Opportunity Commission (EEOC) requires the Army to work with DoD to obtain and utilize workforce data from the Advana Data System. FY22 was the first year Army was able to use Advana to upload the required static and dynamic files into the Federal Sector EEO Portal (FedSEP), which is an agency requirement. ACOMs, ASCCs, DRUs, their subordinate commands, and the Office of the Administrative Assistant to the Secretary of the Army (OAA) obtain data that has been uploaded into a one-of-a-kind Management Directive 715 (MD-715) Reporter System. This MD-715 Reporter System was developed, managed, and maintained by the Army to disaggregate data into workforce categories and formats required for analysis and reporting purposes. All data relating to EEO discrimination complaints was extracted from the iComplaints Tracking System, which has been in use since 2004. The Army will transition from the iComplaints platform to the Entellitrak Equal Employment Opportunity (ETK EEO) system no later than May 2023. It is not anticipated this change will cause notable delays to the entry of EEO complaint data but may cause temporary disruptions to the Army's ability to aggregate and report.

Section II: Workforce Analysis

The 2022 Federal Employee Viewpoint Survey (FEVS) showed that the Army has a multi-cultural, multi-generational workforce that spans five generations (see below):

a. 01% Traditionalist (Born 1945 or earlier)
b. 24% Baby Boomers (Born 1946–1964)
c. 43% Generation X (Born 1965–1980)
d. 30% Generation Y (Born 1981–1996)
e. 02% Generation Z (Born 1997 or later)

The Army measures employee engagement through the annual federal "Best Places to Work" rankings, produced annually by the nonprofit, nonpartisan Partnership for Public Service in conjunction with the Boston Consulting Group. The Army finished 11th out of 17 large agencies once again in the 2021 Best Places to Work index, one point behind the Air Force (10) and half a point ahead of the Navy (12). For example, 81% of Army respondents had a favorable response when asked if they felt they were treated as a valued member of the team. The FEVS insights are supported by the strategic workforce experience priorities outlined in the Army's People Strategy, the Civilian Implementation Plan, and the Diversity, Equity, and Inclusion Annex. Army views every employee's opinion seriously and understands that while not reflected, we still have room for improvement.

As of September 30, 2022, the Army total civilian workforce population was 215,610, which included permanent, temporary, and Non-Appropriated Fund (NAF) employees. This represented a net decrease of -13.40% from FY21. The Army's permanent workforce was 193,989 in FY22, a decrease of -14.00% since FY21. The temporary workforce was 2,272 in FY22, a net decrease of -8.86% since FY21, and the NAF workforce was 19,349, which was a net decrease of -7.49% as compared to FY21. Reasons for the decrease in civilian personnel will be discussed later in this report.

In FY22, the civilian workforce population breakdowns by race/ethnicity for the Army were: Hispanic or Latino (7.16%), White (63.65%), Black or African American (14.19%), Asian (4.20%), Native Hawaiian or Other Pacific Islander (0.57%), American Indian or Alaskan Native (1.31%), and Two or More races (8.85%). The total workforce representation for the historically underserved and marginalized groups[1] (as defined by EEOC) vary when compared to the National Civilian Labor Force (NCLF[2]) Benchmark. Underrepresentation occurs with the following groups: Hispanic or Latino males (-1.98%), Hispanic or Latino females (-3.86%), White females (-13.81), Black females (-0.38%), and Asian females (-0.61%). American Indian/Alaskan Native females, Native Hawaiian or other Pacific Islander females, and females who identify as Two or More Races are above the NCLF. *(See Appendix A for full workforce analysis narrative.)*

Data analysis identified a trigger associated with the representation of females in the workforce. Male representation of 65.23% was much higher than the NCLF benchmark of 51.80%. Female workforce representation is below the NCLF benchmark of 48.20% at 34.76%. See Table 1 on the next page.

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[1] Marginalized groups is defined as "community groups that are negatively perceived as socially and or physically outside the larger community structure, and are prevented from, or are unable to, participate in, or interact with, the mainstream community groups," accessed at <https://www.lawinsider.com/dictionary/marginalized-groups>.

[2] EEOC identifies the appropriate benchmarks for comparison. The total agency workforce should be compared to the Civilian Labor Force (CLF), which includes all non-institutionalized civilians age 16 and over who are either employed or unemployed. U.S. Census Bureau, "Labor Force: Glossary," accessed at <https://www.census.gov/topics/employment/labor-force/about/ glossary.html>. Subgroups of the agency workforce (e.g., those in senior grades) should be compared to overall agency workforce.

Army Workforce by Gender

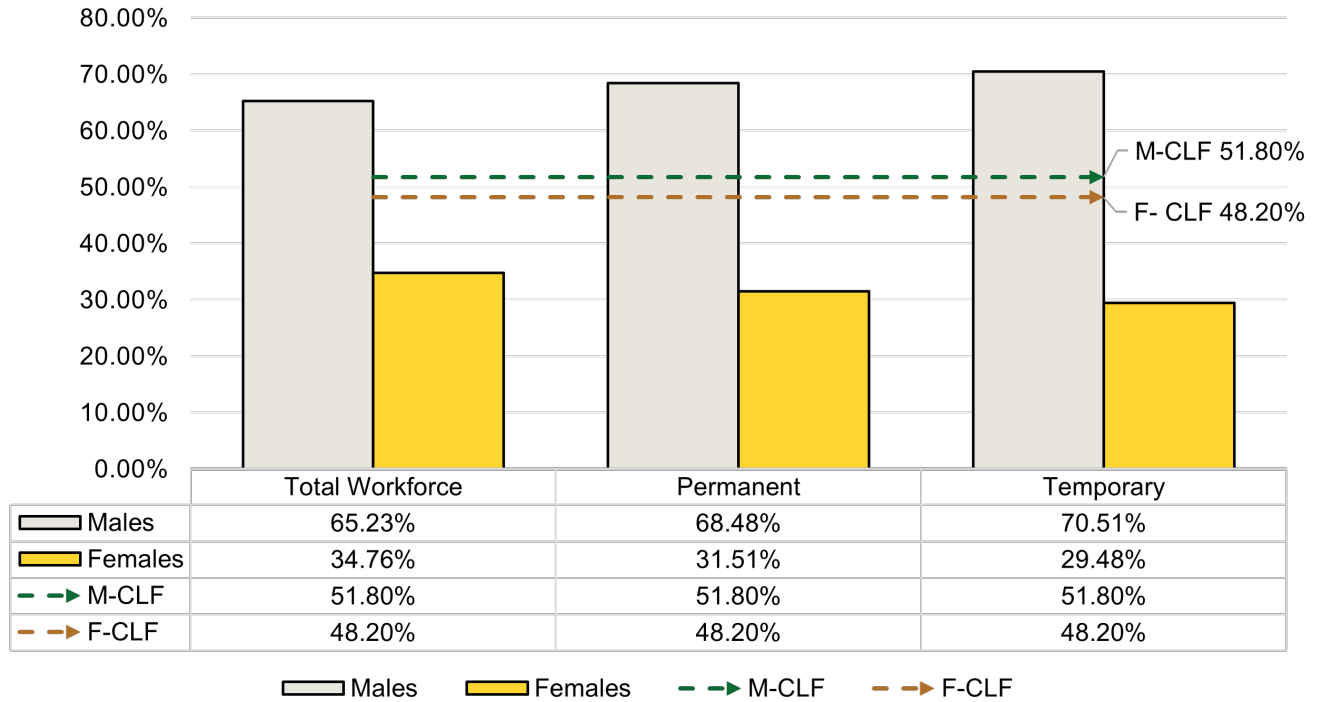|	Total Workforce	Permanent	Temporary
Males	65.23%	68.48%	70.51%
Females	34.76%	31.51%	29.48%
M-CLF	51.80%	51.80%	51.80%
F-CLF	48.20%	48.20%	48.20%

Table 1 Army Workforce by Gender

Sources: Defense Civilian Personnel Data System & CLF: U.S. Census Bureau

Attrition of females was significant from FY21 to FY22 (net change of -21.71%) mostly due to the 19,148 females that were transferred from MEDCOM to the Defense Health Agency (DHA), as compared to attrition of males, which decreased by -8.21% when the Army transferred 10,909 males from MEDCOM to DHA. Permanent female employees separated from the Agency at a much higher rate than males during FY22. It is important to note that White female permanent employees separated from the agency at -23.47%, bringing their representation down to -12.31% below the NCLF. While the females who identify as Hispanic, Asian, Native Hawaiian or Other Pacific Islander, and American Indian and Alaskan Native make up a smaller portion of the Army's workforce, they separated at rates that outpace onboarding and impact the Army's ability to increase their representation. The total workforce separation rate for the female categories by race/ethnicity for the Hispanic, Asian, Native Hawaiian or Other Pacific Islander, and American Indian and Alaskan Native were the following (respectively): -26.93%, -30.55%, -33.08%, and -22.72%.

Gender

Gender representation for Army civilians largely remained consistent from 2012 to 2021 with a moderate decrease from 40.7% to 38.5% for females and a moderate increase from 59.3% to 61.5% for males. The steady representation rates were disrupted in 2022 by the transfer of function of MEDCOM to DHA. The percentage of female employees in MEDCOM hovered around 67% in 2021, while males comprised 33%, a 2:1 ratio. Given the transfer of personnel from this command, the Army lost about 19,148 female employees and 10,909 male employees to DHA, thus impacting the ratio of male to female representation in the Army's general civilian workforce. See Table 2 on the next page.

Army Gender Representation

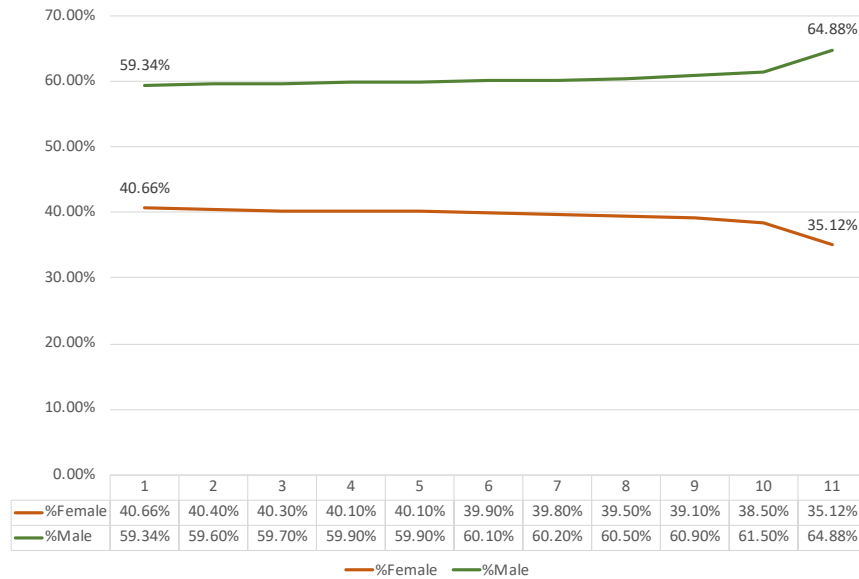|	1	2	3	4	5	6	7	8	9	10	11
%Female	40.66%	40.40%	40.30%	40.10%	40.10%	39.90%	39.80%	39.50%	39.10%	38.50%	35.12%
%Male	59.34%	59.60%	59.70%	59.90%	59.90%	60.10%	60.20%	60.50%	60.90%	61.50%	64.88%

—%Female —%Male

Table 2 Army Gender Representation

Source: Defense Civilian Personnel Data System

Representation and Attrition of Females in the Army Civilian Workforce

There has been a moderate decline of females in the Army civilian workforce. Of the separation of 33,386 employees in 2022, females accounted for 20,790 of the separations, an overall decrease of the Army civilian workforce by -3.69% and a net change of the total female workforce by -21.71%, as compared to the separation of 12,596 of their male counterparts; a 3.69% overall participation rate of the Army civilian workforce, and a net change of -8.21% of the total male population. Due to the continuing decline, the Army has provided a detailed breakout of areas of concern for the female workforce.

Representation of Females in MCO Positions as Compared to the NCLF

Using NCLF occupation data, female representation in seven of the ten Army Mission Critical Occupations (MCOs) is lower-than-expected as highlighted in gold in Table 3 on the next page.

Female Participation Top 10 MCO Occupations

	Information Tech. Mgmt. (2210)	Logistics Management (346)	Contracting (1102)	Human Resources Management (201)	Nurse (610)	Budget Analysis (560)	Training Instruction (1712)	Intelligence (132)	Security Administration (80)	General Education and Training (1701)
Female	19.96%	29%	54.72%	60%	84.37%	69.50%	11.85%	17.83%	28.67%	46.53%
MCO-CLF-F	29.30%	35%	27.70%	61%	89.40%	61.70%	63.10%	48.20%	54.50%	63.10%
Male	80.04%	71%	45.28%	40%	15.63%	30.50%	88.15%	82.17%	71.33%	53.47%
MCO-CLF-M	70.70%	65.50%	72.30%	38.80%	10.60%	38.30%	36.90%	51.80%	45.50%	36.90%

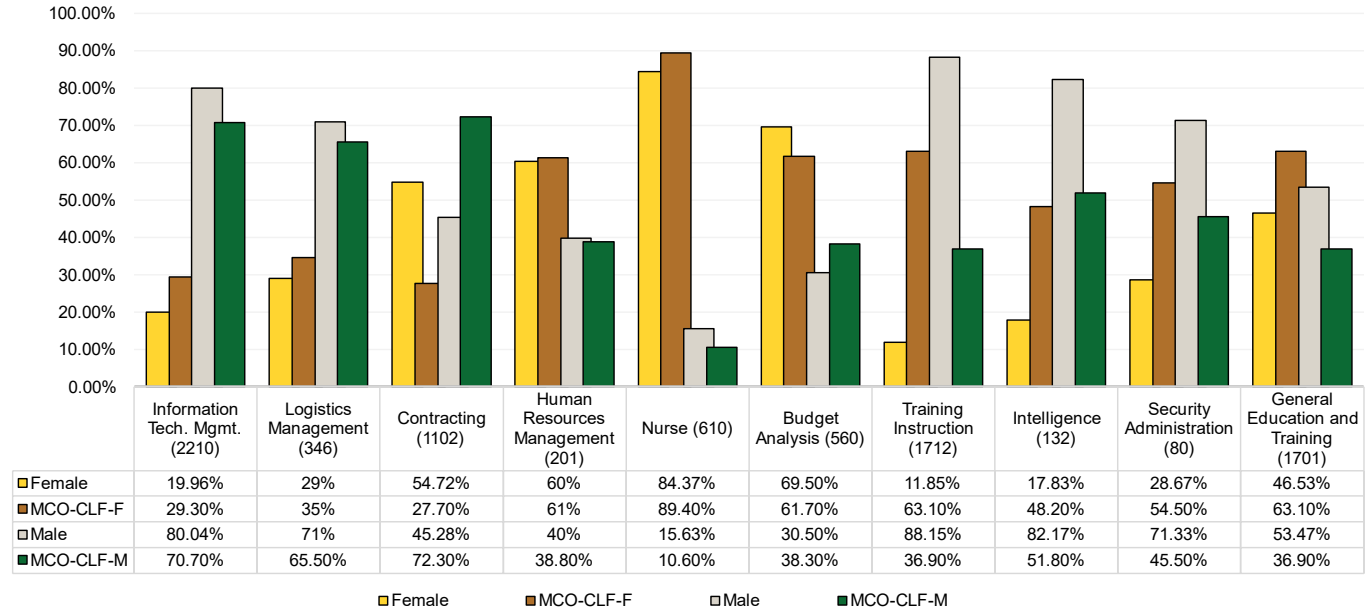Legend: ☐ Female ■ MCO-CLF-F ☐ Male ■ MCO-CLF-M

Table 3 Female Participation Top 10 MCO Occupations

Sources: Defense Civilian Personnel Data System & CLF: U.S. Census Bureau
*Top 10 out of 49 Occupations by Gender

Representation of Females in Science, Technology, Engineering, and Mathematics (STEM) Positions

Although the representation of females in STEM occupations is well below that of their male counterparts, females dominate in Life Science occupations. The Army will continue to improve the participation rate of females in STEM occupations by utilizing outreach programs such as Black Engineer of the Year (BEYA), League of United Latin American Citizens (LULAC), the Women of Color STEM Conference, the Joint Women Leadership Symposium (JWLS), and Latina Style Incorporated, as well as increasing developmental opportunities, and focusing on building a pipeline of females from within through the Secretary of the Army's Women's Initiative Team recommendations. The Army will also assess barriers that may hinder female representation in the Army's Workforce by establishing a barrier analysis working group to study Employee Surveys, the Federal Employee Viewpoint Survey, and the Rand Arroyo Center Study. See Table 4 on the next page.

Top 10 STEM Occupations for Female Participation

	Computers - Instructional Systems (1750)	Mathematics- Statistical Assistant (1531)	Engineering - Nuclear Engineering (840)	Life-Science - Veterinary Medical Science (701)	Physical Science - Sociology (184)	Social Science - Psychology Aid and Technician (181)	Other Life Sciences - Recreation- Creative Arts Therapist (638)	Other Life Sciences - Dental Assistant (681)	Other Life Sciences - Dental Hygiene (682)	Other Life Sciences - Speech Pathology and Audiology (665)
Females	38.84%	70.83%	50%	64.86%	40.00%	65.64%	100%	96.06%	92.97%	88.54%
F-CLF	36.90%	79.80%	9%	39.20%	48.20%	43.00%	79%	87.10%	79.40%	95.80%
Males	61.16%	29.17%	50%	35.14%	60.00%	34.36%	0%	3.94%	7.03%	15.04%
M-CLF	63.10%	21.20%	90.70%	60.80%	51.80%	57.00%	21.50%	12.90%	20.60%	4.20%

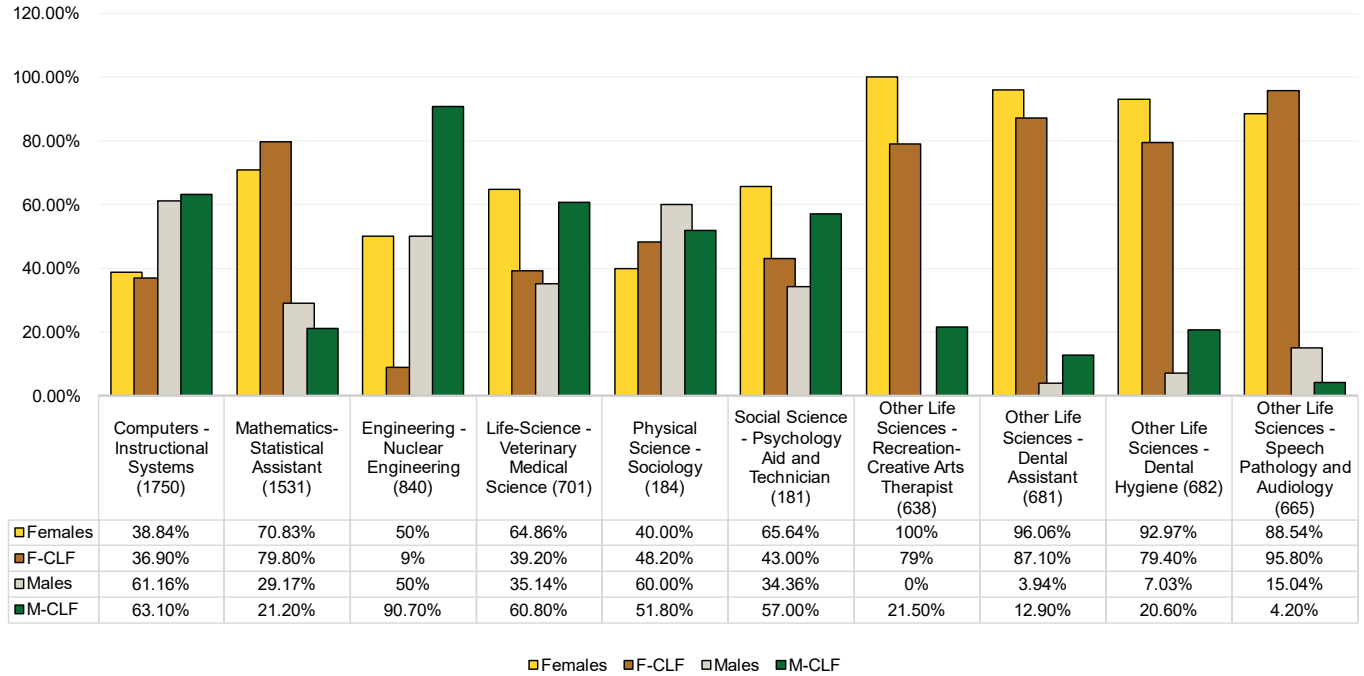Legend: Females, F-CLF, Males, M-CLF

Table 4 Top 10 STEM Occupations for Female Participation

Sources: Defense Civilian Personnel Data System & CLF: U.S. Census Bureau

FY22 Army Applicant Flow Data-By Gender Comparison

The Army must acquire, develop, employ, and retain talent that can deliver results. The Army's applicant flow data gives a snapshot of the applicant pool, the applicant pool demographics, and the trends by demographic to successfully transition through each phase of the hiring process. In the category of selections, the male participation rate was much higher than expected. Applicant flow data shows that females apply at lower levels compared to their NCLF benchmark but are hired close to the NCLF benchmark. See Figure 2 below.

FY22 Army Applicant Flow Data — Gender Comparison

FY22 Applicant Flow Data

- Announcements: 35,019
- Applications: 597,552
- Qualified Applicants: 346,680
- Referred Applicants: 268,941
- Selections: 23,935

Legend: Total

FY22 Applicant Flow Data by Gender

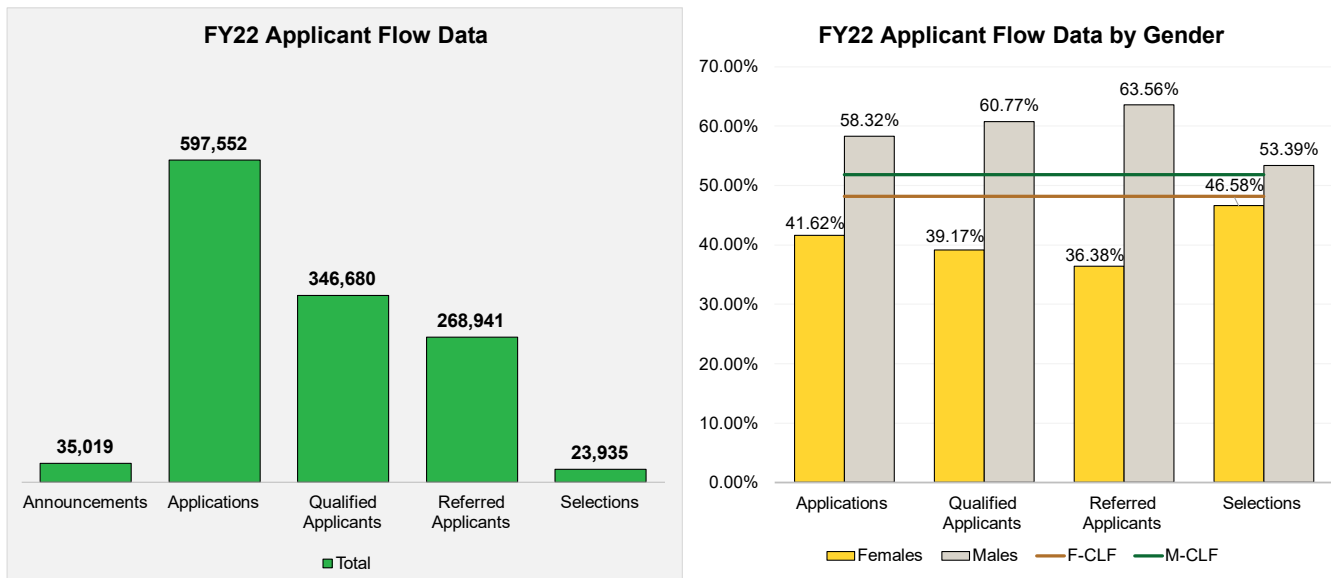|	Females	Males
Applications	41.62%	58.32%
Qualified Applicants	39.17%	60.77%
Referred Applicants	36.38%	63.56%
Selections	46.58%	53.39%

Legend: Females, Males, F-CLF, M-CLF

Figure 2 FY22 Army Applicant Flow Data – Gender Comparison

Sources: Defense Civilian Personnel Data Systems: CLF: U.S. Census Bureau: HTTPs://usastaffing.gov/

Performance and Non-Performance Based Awards

Army Regulation 672-20, Incentive Awards, prescribes policy for how appropriated fund (AF) employees who are not members of the Senior Executive Service (SES) can receive performance and non-performance-based awards (this regulation applies to non-appropriated fund (NAF) and Local National employees for certain award types). The goal of the program is to foster mission accomplishment by recognizing excellence and motivating individuals to high levels of performance and service. Honorary and monetary performance and non-performance-based awards enable the Army to incentivize and recognize individuals who make significant contributions in supporting the Army's mission.

The Army utilizes evaluations of the Defense Performance and Management Appraisal Program (DPMAP) and other performance management systems as a basis to recognize and reward the outstanding contributions of the civilian workforce. The DPMAP is governed by policy codified in Department of Defense Instruction (DODI) 1400.25, Volume 431, DoD Civilian Personnel Management System: Performance Management and Appraisal Program. Defense Civilian Personnel Advisory Service (DCPAS) encourages recognizing and rewarding employee performance as it is an important part of the Performance Management Process. The DODI 1400.25, Volume 451, DoD Civilian Personnel Management System: Awards, prescribes the Department-wide guidance for recognizing and rewarding employees for exceeding performance expectations or who achieve significant achievements and contributions.

Army employees must have a Level 3 rating before they are eligible for a monetary performance-based award. Non-performance-based awards can have a monetary, time off, or honorary recognition element, they include:

a. Special Act of Service
b. On the Spot Cash
c. Time off Award
d. Honorary Award
e. Public Service Award
f. Multi-Service/Non-Federal Award
g. Career Service Recognition

The Army spent a total of $341.9M on ratings-based awards in FY22, issuing 155,493 awards based on performance, for an average value of $2,199 per award. For comparison, in FY21, the Army spent a total of $318.6M on ratings-based awards for civilian employees, which represents a 50% increase from an FY20 total of $211.6M. Over half (57.5%) of performance-based awards had an "Outstanding" rating and two-thirds (65.4%) of funds were allocated to individuals with "Outstanding" ratings. A total of 77,986 non-performance-based Time-Off awards were issued in FY22 with an average of 24 hours of time-off per award.

General Employee Recognition and Awards by Sex

Distribution of awards overall based on gender is slightly higher for males based upon workforce composition: 66% of awards went to males (male workforce representation = 65%), and 35% of awards went to females which is equal to their workforce representation. More detailed analysis by type of award should be conducted that includes analysis of awards and recognition by various demographic groups, performance rating outcomes, and trends in types of awards (monetary versus non-monetary) by role, level, tenure, and demographic group.

Veterans

Veteran participation within the civilian ranks grew steadily across GS-15, and SES ranks over the past decade. The SES ranks saw the greatest increase of veteran representation, which increased from roughly 23% in 2012 to 45% in 2022. SES and GS-15 ranks saw the greatest increases partially due to the recruitment of military officers at the grade of O-6 or Colonel.

Disabled Veteran Affirmative Action Plan (DVAAP)

The Army's goal is to continue to build a diverse and inclusive workforce which includes veterans. The Army continues to transition veterans and veterans with disabilities to successful employment opportunities. Consistent with the previous FY, veterans with disabilities make up nearly half of the Army civilian population. Veterans rated with a 30% or more disability make up more than one quarter of the Army civilian population. Employment of veterans with disabilities has consistently increased since FY20.

Recruitment of Veterans, Disabled Veterans, Individuals with a Disability, and Individuals with a Targeted Disability

The Army has expanded veteran recruitment by announcing open positions on multiple LinkedIn group pages, including:

a. US Military Veterans Network (123,295 group members)
b. US Army (44,573 group members)
c. Iraq Afghanistan Veterans of America (IAVA) (26,351 group members)

Using a combination of public and private sector employment sites enabled the Army to reach a greater number of applicants, especially those with disabilities.

Individuals with Disability (IWD) and Individuals with Targeted Disability (IWTD)

In FY22, the Army initiated action to have the Defense Finance and Accounting Service (DFAS) include the disability status update request notice printed on each civilian employee's leave and earning statement prior to the end of FY22. This action was in addition to the widely distributed memorandum from leadership requesting all employees review and update their disability status. Despite these actions, the data indicates many are not self-identifying.

Based on the DVAAP data alone, with 45.92% identified as disabled veterans, the Army far exceeds the 12% IWD federal benchmark. Based on disability data from the OPM Standard Form 256, Voluntary Self-Identification of Disability, upon which the MD-715 relies, IWD make up 14.19% of the permanent Army civilian workforce, and IWTD make up 4.15% of the permanent Army civilian workforce, exceeding the federal benchmarks, 12% and 2% respectively. The Army continues to have annual increases in both categories. Considering the Army's total workforce (including NAF employees), 13.1% of the workforce is IWD and 2.1% is IWTD. Within the total workforce in each of the lower and upper grade groupings, the Army meets the federal employment benchmarks for IWD and IWTD. Pay plan GS and its equivalent pay plans comprise 70% of the Army's workforce. Within these pay plans, 15.92% in grades GS-1 through GS-10 are IWD, and 16.15% in grades GS-11 through GS-15 are IWD. Within these pay plans, 5.3% in grades GS-1 through GS-10 are IWTD, and 4.3% in grades GS-11 through GS-15 are IWTD. Within the SES grades, 7.3% are IWD, and 1% are IWTD. Efforts are on-going to increase the Army participation rates of IWD and IWTD and are supported by Civilian Implementation Plan Tasks Acquire 2.2 and Acquire 2.7. See Figure 3 on the next page.

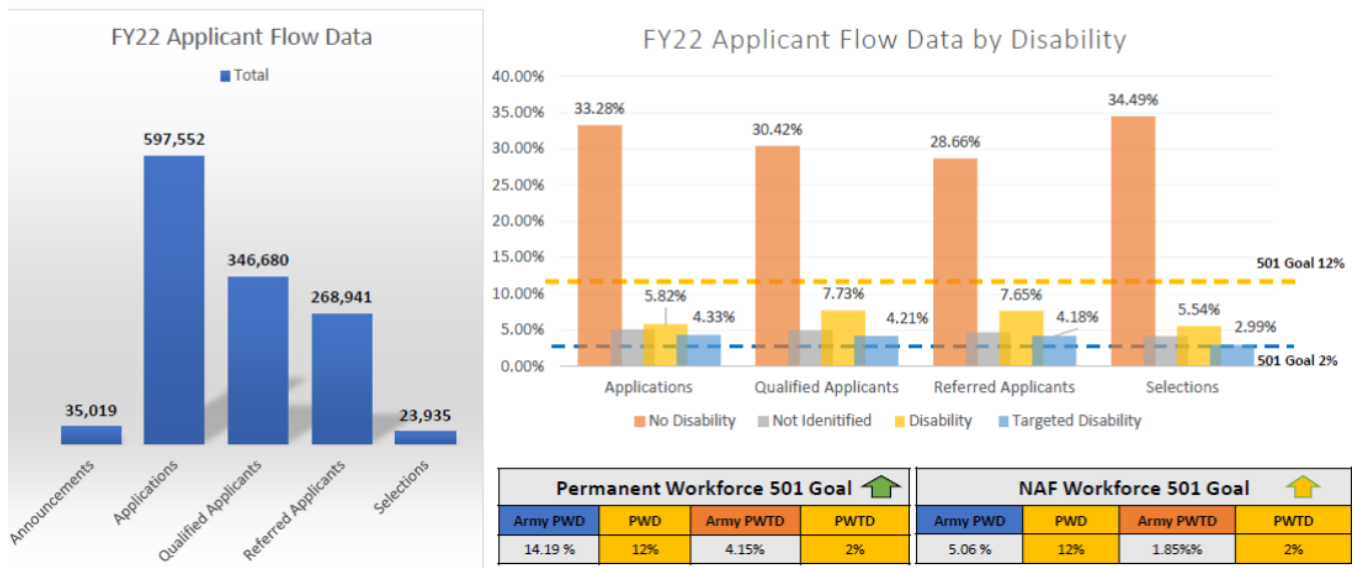**FY22 Army Applicant Flow Data — Disability Comparison**

Figure 3 FY22 Army Applicant Flow Data – Disability Comparison

Sources: Gender: Defense Civilian Personnel Data System: CLF: U.S. Census Bureaus: U.S. Census Bureauhttps://usastaffing.gov/

Section 501 of the Rehabilitation Act prohibits federal agencies from discriminating against job applicants and employees based on disability and requires the Army to engage in affirmative action for IWDs.

When viewing the Applicant Flow Data for those self-identifying disability:

a. The percentage of applicants self-identifying as IWD and IWTD is below the 12% and 2% federal employment benchmarks, respectively.
b. While referral rates are at a level consistent with qualified rates for IWD and IWTD, the selection rate for IWD and IWTD is disproportionately lower than the rate for those with no disability.
c. The selection rate for IWDs was below the 501 goal by 6.46%.
d. For IWTDs, the selection rate was .99% above the 2% goal.
e. Overall, the Army's exceeds the Section 501 goals by employing 14.19% IWDs and 4.15% for IWTD.
f. For IWTD, the selection rate exceeded the 2% federal benchmark by .99% process for IWDs.

Section III: The Six Essential Elements of a Model EEO Program

MD-715 contains policy guidelines and standards for establishing and maintaining effective affirmative employment programs. It requires agencies to take appropriate steps to ensure that policies, practices, and procedures are conducted in a discrimination-free manner for employees and applicants. The EEOC self-assessment provides an efficient and effective means to determine whether Army's overall EEO program complies with MD-715 requirements. The six elements serve as the foundation of a Model EEO Program. The following section describes selected measures for each essential element with noted strengths and deficiencies. Needed corrective actions are identified and noted in the Part G Agency Checklist, which is broken down to measure each essential element and the agency's progress in accomplishing the model program. For every "no" in the Part G, a Part H (plan of action) is developed to remedy the issues and attain the Essential Elements of a Model EEO Program for unmet measures. Part G Dashboard Summary Score for FY22 is 93%, which is down from 94% in the previous year. Table 4 below is a roll-up of all Army components' MD-715 self-assessments. See Form G table.

Part G Elements	FY2020	FY2021	FY2022
A. Demonstrated commitment from agency leadership	100%	100%	86%
B. Integration of EEO into the agency's strategic mission	79%	97%	77%
C. Management and program accountability	75%	89%	93%
D. Proactive prevention of unlawful discrimination	93%	93%	100%
E. Efficiency	85%	85%	100%
F. Responsiveness and legal compliance	75%	100%	100%

Table 4 Army Components' MD-715 Self-Assessment

A. Demonstrated Commitment of Agency Leadership

This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination free workplace.

Strengths

As a result of DA's initiative with the Office of the Under Secretary of Defense Diversity Management Operation Center (DMOC), the Secretary of Defense Disability Award Program was expanded to permit more than one civilian and more than one military member to be recognized. In 2022, the Secretary of Defense Disability Awards were awarded to five Army civilians and one military member for their contributions to the mission. The Army is committed to realizing its Diversity, Equity, Inclusion, and Accessibility (DEIA) goals, which include the promotion of DEIA. This is in line with Executive Order (EO) 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal workforce" as well as the priorities defined in the Army People's Strategy, DEI Annex, and the Civilian Implementation Plan (CIP).

The Secretary of the Army's Annual Diversity and Leadership Awards provide the recognition of achievements and contributions of strong leaders, EEO Officials and Military Equal Opportunity Program Managers who demonstrated outstanding achievements in mission accomplishment through EEO principles, advancing inclusive environments, and promoting DEIA. Three individuals received the Secretary of the Army Award.

Deficiencies

Alignment, resourcing, and reporting chain of EEO programs throughout the Army are non-compliant with Title VII of the Civil Rights Act of 1964, the Rehabilitation Act, the Architectural Barriers Act, the FY20 and FY21 National Defense Authorization Acts, the Elijah E. Cummings Act, and the Notification

and Federal Employee Antidiscrimination and Retaliation Act (No FEAR Act). Additionally, staffing and funding levels throughout the Army are insufficient to implement all proactive aspects of the EEO program fully and robustly, such as barrier analysis, special emphasis programs, disability program management, information and communication technology accessibility, and training. The lack of a full and robust EEO & Civil Rights program limits the Army's ability to complete necessary barrier analysis for Army civilian populations, manage special emphasis programs policy, and distribute and maintain Disability Program information, communications, training, and technology.

B. Integration of EEO into the Agency's Strategic Mission

This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.

Strengths

The Army has resolved long-standing issues with obtaining Army-wide applicant flow data. The Army is now supported by USA Staffing, which provides the data to the Army for dissemination and analysis.

The FY22 Army People Strategy (APS) Civilian Implementation Plan (CIP 2022) includes objectives to improve accessibility of information and communication technology; complete timely barrier analyses; increased marketing, outreach, engagement, and recruitment; increased use of Schedule A for IWD; and hiring and development of IWDs who have the skills and qualifications for Army civilian jobs.

The Army continues to have an annual increase in employment of IWDs and IWTDs. IWDs make up 14.19% of the permanent civilian workforce, and IWTDs make up 4.15% of the permanent Army civilian workforce, exceeding the federal benchmarks of 12% and 2%, respectively.

Deficiencies

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

C. Management and Program Accountability

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.

Strengths

All Army managers and supervisors have a mandatory critical performance element in their performance standards that evaluate efforts to ensure EEO compliance.

The Army requires annual EEO Training, per AR 350-1.

The Army's FM 6-22 (Developing Leaders) directs "leaders [to] build cohesive teams by establishing a climate that encourages the understanding and application of the tenets and fundamentals of developing leaders."

Mandatory Supervisory Development Course (40 hours) is required for Supervisors of Civilian Personnel and Military Supervisors of Civilian Personnel.

The FY22 APS and CIP 2022 include objectives to improve accessibility of information and communication technology, and to incorporate implicit bias awareness and barrier analysis in personnel policies and programs.

United States Army Corps of Engineers (USACE) reported their Headquarters established the Talent Acquisition Center of Excellence (TACE). The TACE provides centralized recruitment strategies featuring full-time recruiters to source top, diverse journeyman talent throughout USACE. The Talent Acquisition Recruitment Platform (TARP) was a result of the establishment of TACE. TARP is an automated talent repository system utilizing Yello (talent acquisition software) to rapidly source top, diverse talent. District recruiters and hiring managers can utilize TARP for local and regional efforts. Over 4,000 candidates submitted resumes through the TARP system in FY22.

Deficiencies

The Army Chief Information Officer (CIO)/G6 has not identified/appointed a full-time trained Section 508 and Assistive Technology Officer to set policy and implement procedures for accessibility of information and communication technology. However, leadership has agreed to explore and assign this responsibility in FY23.

D. *Proactive Prevention of Unlawful Discrimination*

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

Strengths

Deputy Assistant Secretary of the Army-Equity and Inclusion Agency (DASA-EI) is working to close competency gaps of EEO professionals. We identified a low proficiency in the application of Business Objects Business Intelligence (BOBI) and in Disability Program Management (DPM). To rectify the gap in BOBI competency, USAREUR-AF hosted three BOBI courses in 2022, and DASA-EI is conducting a monthly course until the need is exhausted. Root causes for the deficiencies in Disability Program Management (DPM) have been identified and will be addressed.

In FY22, commands worked to increase the participation rate of women in INTEL, STEM, and Mission Critical Occupation (MCO) positions. INSCOM led the way by participating in virtual job fairs, which resulted in them gaining access to over 3,500 resumes and increasing the applicant pool with a diverse and inclusive cadre of candidates. In 2022 INSCOM personnel attended the Wounded Warrior Job Fairs as a part of the Disabled Veterans Affirmative Employment Program. Several INSCOM female employees joined the Women's Intelligence Network (WIN) and Intelligence Community (IC) Affinity Group established by the Office of the Director of National Intelligence (ODNI), Equal Employment Opportunity and Diversity (EEOD). WIM was established as an inclusive community to identify issues and develop solutions in fostering a positive workplace where women can thrive in the IC. Topics of interest included recruiting and hiring women in the IC, retaining women in the IC, leading by example, being an advocate and ally, and growing leadership and technical skills.

Fifty-seven General Officers (GOs) and SESs across the Army Enterprise engaged with students at the 37th BEYA in a February 2022 ceremony to promote careers in STEM. The Army virtually met with 555 candidates and collected resumes as an addition to Army's applicant pool. During the event 235 interviews were conducted and 157 tentative job officers made, and as a result 82 candidates accepted positions with the Army.

AMC reported that all major support commands (MSC) across their enterprise utilized EEO exit interview surveys during the virtual out-processing procedures. The exit interview was voluntary and gave exiting employees an opportunity to freely share why they were leaving AMC. All concerns of discrimination, harassment etc. were addressed and/or elevated to senior leadership.

Deficiencies

The Army lacked sufficient manpower to study EEO complaints related to disability and other protected groups, and develop proactive, systemic measures to address root causes. Such effort is particularly necessary regarding disability program management given the high number of complaint findings based on disability related to reasonable accommodations (RA), noted since FY14.

The Army lacked sufficient manpower to provide training to the degree that it produces proactive preventative behaviors on the part of supervisors and throughout the workforce. Given the low percentage of reasonable accommodation requests processed timely and given the high number of complaint findings based on disability noted since FY14, additional resources must be committed to provide necessary training.

Not all commands have implemented an EEO Program. Several commands reported they have an EEO program but do not have a Disability Program Manager (DPM) or Special Emphasis Program Manager (SEPM).

Some EEO programs, such as AMC/Installation Management Command (IMCOM) conduct required Exit Surveys, but most ACOMs conduct Stay Surveys.

Commands such as Forces Command (FORSCOM) reported a drop in their workforce's participation in Army EEO, Anti-Harassment, and No FEAR Training. Army agency-wide training was at an all-time low of 71.62% of the total workforce trained, while 90-100% is considered a successful completion rate. In 2023, the Army will revamp the training and engage commanders about encouraging employees and supervisors to complete the mandatory training. The EEOC requires that funding is made available to staff and support the success of the EEO program. However, over half of the ACOMs, ASCCs, and DRUs reported insufficient funding to hire SEPMs at every level.

E. Efficiency

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

Strengths

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

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

The Army completed investigations into EEO complaints in an average of 137 days, well below the 180-day mandate.

The Army issued timely final actions following receipt of the hearing file and the decision of the EEOC Administrative Judge (AJ).

Processing time for complaints of inaccessibility (violation of the Architectural Barriers Act and of Section 504 of the Rehabilitation Act) was reduced from an average of 37 months to 7 months. Root cause analysis and systemic solutions resulted in fewer complaints.

Deficiencies

Army did not have data collection systems in place for processing anti-harassment program complaints outside of the EEO complaint program. Therefore, the Deputy Assistant Secretary of the Army-Civilian Policy (DASA-CP) was named as the Army proponent in FY 22 and is currently staffing the policy and programs.

Timely processing of Final Agency Decisions (FADs) continues to present a challenge. In FY22, 14% of Army FADs were issued within prescribed timeframes. The average number of days taken to complete, execute, and issue a FAD in FY22 was 485.

Army lacks systems and tools necessary to evaluate some aspects to measure the impact and effectiveness of the Army's EEO program, i.e., absence of an enterprise-wide exit survey, absence of a system to measure career development participation.

Not all reasonable accommodation requests were processed IAW the established procedures set forth in AR 690-12.

F. Responsiveness and Legal Compliance

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

Strengths

The Army provides a structure to ensure that oversight and management controls are in place so that all ACOMs, ASCCs, DRUs, and the OAA comply with orders and corrective action. The Army EEO Program Evaluation Program conducts fields visits to evaluate the effectiveness of the Army's overall EEO efforts and compliance. The Army conducted three Program Evaluations during FY21.

Army's EEO complaints are tracked and monitored at each command level with oversight at the DASA-EI level. The agency authority for final agency decisions rest with the Assistant Secretary of the Army (Manpower and Reserve Affairs).

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

Army timely completes the Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462 Report) and NO FEAR Report.

Deficiencies

In the FY22 Internal Control Report, DASA-EI provided a modified Statement of Assurance that Army DASA-EI internal controls were due to one material weakness: Army EEO program resources. Funding and personnel requirements were not approved by senior leadership, resulting in a letter of non-compliance from the EEOC.

Section IV: FY22 Army Accomplishments/Initiatives

Telework

The Army demonstrated its ability to rapidly expand the usage of telework during the COVID pandemic, ensuring that civilian employees remain safe while contributing to the Army's mission. The vast majority of the Army's telework is divided into two types: situational telework and regular telework. Prior to March 2020, approximately 6% of Army AF civilians recorded using some telework hours, accounting for 2% of all hours recorded. Telework usage peaked in April 2020 as federal, state, local, and private sector institutions tried to minimize the spread of COVID. During April 2020, 55% of Army AF civilians utilized telework, accounting for 50% of all hours recorded. From the peak in April 2020 until June 2021, the use of telework declined each month, except for a slight increase in Winter 2021. Since Summer 2021 the rate of telework for Army civilians has stabilized to about 20%. Data from the Automated Time Attendance and Production System (ATAAPS) indicates that situational telework hours have decreased since April 2020 from eight (8) million to around two (2) million hours per pay period in September 2022, while regular telework hours continued to increase. Specifically, in April 2020, ATAAPS recorded 400,000 regular telework hours, while in September 2022, this figure was 800,000. These figures underscore a ratio of 20:1 for situational to regular telework hours in April 2020, compared to 2.5:1 in September 2022. The change between these ratios reflects a shift to permanent telework arrangements that include more regular telework and less situational telework. Remote work has risen which increases interest and availability of all talent. Figure 4 below displays the percentage of all telework hours within the Army since February 2020.

Army Telework Hours
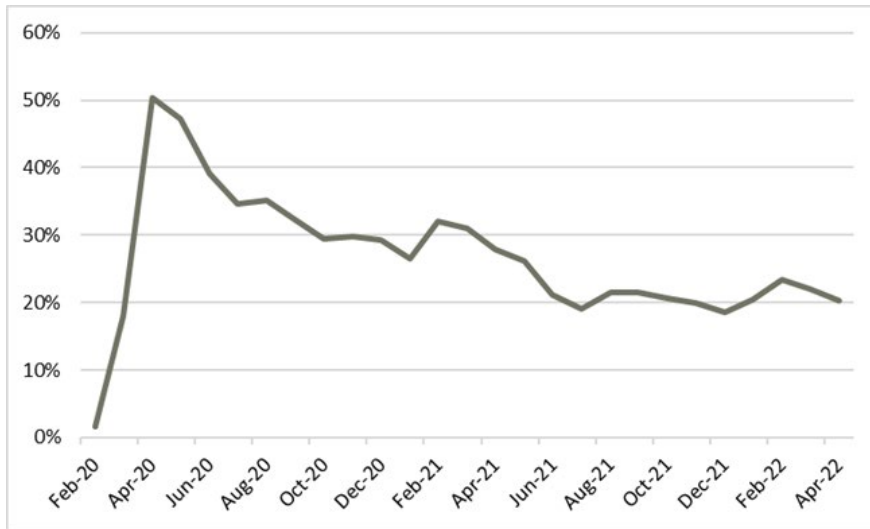
Figure 4 Army Telework Hours

Sources: Gender: Defense Civilian Personnel Data System

Employee Resource Group (ERG)

The Army relies on several tools to assist in making the Army an employer of choice. Employee Resource Groups (ERG) are defined by the Office of Personnel Management (OPM) as "voluntary, employee-led groups that serve as a resource for its members, constituency, and the Army Enterprise." Participation is voluntary and open to each member of the workforce. An employee does not have to "be" to "belong." They enable members of the workforce who share common characteristics, experiences, and backgrounds a venue to provide feedback to strengthen the organization's DEIA efforts. This network of employees contributes to the mission by supporting professional development, outreach, engagement, recruitment networks, and advocating for issues impacting the group.

To support Army Commands and personnel wishing to form ERGs, in FY22 the DASA-EI researched, developed, and staffed a resource guide entitled "Supporting Equity & Inclusion Through Special Emphasis Programs and Employee Resource Group". DASA-EI coordinated this document with the EEO Board of Directors (BOD) and stakeholders for input and approval along with a proposed policy. Final publication is anticipated in FY23 along with associated training and certification.

United States Cyber Command (USCYBERCOM)

The Army will assume responsibilities from the Air Force as the Combatant Command Support Agent (CCSA) for USCYBERCOM in FY24. Each directorate is working to ensure their counterpart has the support necessary to make the transition. HQDA, G-3/5/7 Department of the Army Management Office-Strategic Operations (DAMO-SO) is the main Army integrator for the transition. Key areas affected by the transfer include EEO program responsibilities and services. The desired end state of these exercises is for the Air Force Staff, Army Staff, and CYBERCOM Staff to share a common understanding of CCSA transition tasks to include corresponding systems, processes, and organizations.

Workforce Recruitment Program (WRP)

The WRP is a recruitment and referral program that connects federal employees nationwide with eligible college students and recent graduates with disabilities who are eager to demonstrate their abilities in the workplace through internships or permanent jobs. The WRP is a primary pipeline bringing students and recent graduates with disabilities into federal employment. The Office of Personnel Management has designated it as a model strategy for hiring individuals with disabilities into public service. In response to Department of Labor (DOL) and DoD request for input regarding expansion of the WRP program, Army suggested DOL add a job board to the WRP cite where organizations can post announcements regarding vacancies, job fairs, resume writing workshops, and other activities, enabling WRP candidates to contact the organizations specifically based on their particular interest in the posting (like the job board used by the Peace Corps).

a. The Army has participated in the WRP program for twenty years. In the early implementation of WRP, Army led participation rate due to increased staff and size of servicing population. Throughout the years participation rates began to decrease due to decreased staff and command participation that initially provided free housing for outside the continental United States (OCONUS) students. Although Army led in participation rate, our ratio of permanent hires from the WRP was not commensurate with our participation rate.

b. In FY22, DoD implemented a new process to fund/reimburse WRP hires using a Memorandum of Agreement (MOA). For the first time in the history of WRP, the DoD DMOC required agencies to pay the salary of students on a reimbursement basis contingent upon the implementation and signing of a MOA. DMOC instituted this process to ensure accurate and legally sufficient internal controls. As a result, the Army used this transition to examine the most effective and efficient way to execute the WRP program. The DASA-EI does not have the capability to sign the MOA or facilitate reimbursable civilian pay. Working with other organizations in the OASA(M&RA) and Deputy Chief of Staff-Personnel (DCS-G1), the Army opted not to sign a MOA and use the reimbursable process. Instead, the DASA-EI worked with Army Civilian Career Management Activity (ACCMA) to develop a process that would meet the goals and intent of the WRP, without waiting for reimbursable funds.

c. ACCMA will actively promote Army fellows, student intern, and other positions such as those in the prevention workforce to WRP participants to ensure more significant, and permanent, hiring of Individuals with Disabilities.

d. ACCMA reviewed candidates from the WRP site and provided announcements to prospective hires. Additionally, ACCMA promotes positions in multiple LinkedIn groups such as " Diversity and Disability@Work," Professionals with Disabilities," and " Disability Group." Lastly, the Army is

building relationships with career services directorates and directors for services for students with disabilities at colleges and universities across the country.

e. The Army continues to collaborate with DMOC and support the WRP in other ways:
    i. WRP award nomination, process, and selection forwarded to DMOC
    ii. Attendance and participation during monthly DMOC meetings and quarterly forums
    iii. Solicitation of recruiters to populate WRP
    iv. Encourage organizations to use the WRP data base for hiring
    v. Commands and organizations are encouraged to use their funding for hiring of WRP candidates on a temporary or permanent basis

ACCMA Talent Acquisition Division

In FY22, ACCMA developed the first civilian talent acquisition plan for Army. The CHRA Director approved the plan, and ACCMA began implementation immediately. The plan was based on analysis to determine the most difficult to fill occupations and most significant under participation at the GS-11 level and above. Once ACCMA identified that computer science and a range of engineering positions were consistently among the most difficult to fill and that women and those who identify as Hispanic under participate most significantly, ACCMA identified universities across the United States that graduate the highest numbers of females and Hispanic computer scientists and engineers. ACCMA targeted these universities for strategic outreach to key influencers such as academic deans of colleges of engineering and for recruitment. As of the end of 2022, participation in the Army Fellows Program (AFP) by females and those who identify as Hispanic reached the highest rates in the 40-year history of the program. Females are participating in the AFP at a rate of 43.3% compared to an all-Army rate of 31.3% for the equivalent population; participation in STEM fields is eight percentage points above the all-Army rate. Those who identify as Hispanic are participating at a rate of 9.6%, nearly two percentage points above the all-Army rate. Participation by those in other race and national origin (RNO) categories remains strong, near the national CLF. Collectively, we are strengthening the civilian workforce through diversity and advancing the priorities set in the President's executive order to improve diversity in the federal workforce.

The talent acquisition plan also set the conditions for continued success through 2023 by requiring coordination and contracting to participate in large, national career fairs such as the BEYA and LULAC conferences career fairs. Planned events target under-participating demographics and reinforce historic success hiring those who identify as Black or African American.

Army Coordination Group G-2 Diversity Initiatives, Data, and Input

a. The Deputy DASA-EI chairs the Army Coordination Group (ACG) with members from the DASA-EI, G2 HR, DASA-CP, CHRA, AG1-CP, ACCMA.
b. The Army established the ACG as a Working Group (WG) to collaborate with internal stakeholders to respond to external queries from ODNI/DoD that address/highlight DEIA initiatives and challenges within the Army IC. Initial efforts included a review of recruitment, professional development, leader training, and community outreach:
c. ACCMA FY23 Talent Acquisition Information
d. G1 FY23 Army Civilian Talent Acquisition Plan
e. EEO initial review of Intelligence Community Demographics
f. The ACG will continue evaluating diversity efforts to ensure the advancing of racial equity and support to underserved communities

Data System Modernization

The EEOC collaborated with DoD on the use of the Advana Platform to receive MD-715 reports from agencies and data uploads. Advana presents a data solution to access limitations experienced with current HR Systems and platforms for workforce data which is advantageous to the DASA-EI. DoD

mandates Advana as useful tools and applications. The platform integrates and analyzes large amounts of data all at once and without the need for extensive data preparation.

Contract for Personal Assistance Services

The Rehabilitation Act of 1973 requires employers to provide personal assistance services (PAS) for employees with targeted (severe) disabilities barring undue hardship. In April 2022, DASA-EI in coordination with United States Army Combat Development Command (DEVCOM), the Army Contracting Command (ACC), and others met bi-monthly to explore PAS options (hiring or contracting a full-time PAS provider). The Performance Work Statement was developed based upon the needs of the DEVCOM employee and the contract was awarded in July 2022. DASA-EI Disability manager is drafting a PAS guide with templates as a reference for other Army commands.

Army's Accessibility of Information and Communication Technology/Section 508 Program

In August 2020, the DASA-EI began working with HQDA CIO to advise of the requirements of Section 508 of the Rehabilitation Act of 1973, as amended, and provide relevant resources, best practices, and collaboration opportunities with other federal agencies. Following a review of the requirements, the HQDA CIO committed to hiring a full-time staff to implement the Army Section 508 Program. On December 8, 2022, CIO requested personnel authorizations to support the Army 508 Program. Once personnel authorizations are approved and filled, this will remedy a long-standing non-compliance issue and improve accessibility of information and communication technology which can be expected to favorably impact the Army's reputation, recruitment, hiring, and retention of individuals with disabilities.

Special Placement Program Coordinator (SPPC) and Affirmative Employment for Individuals with Disabilities (IWD)

Beginning in FY21 and continuing through FY22, the Army revitalized the SPPC role by ensuring the Army SPPC contact information was on the OPM website, collaborating with CHRA, and creating comprehensive and informative response templates to respond to inquiries from job seekers interested in consideration under Schedule A hiring authority for IWDs. In August 2022, Army's collaborated with the Navy and the Air Force to initiate a proposal to OPM to make the USA Staffing Agency Talent Portal (ATP) available to use as a Schedule A eligible repository. The full potential is yet to be developed, but once developed, this has the potential to eliminate the need for costly, less effective, and tedious agency-specific Schedule A repositories currently in use at the Army, Air Force, and Navy.

Revalidation of Disability Status

Army's initiated action and collaborated with the Navy, the Air Force, and DFAS to encourage civilian employees to update their disability status by adding verbiage to the leave and earning statement for all federal employees serviced by DFAS as follows: "Things change! Verify your disability status in MyBiz. Your information is protected under the Privacy Act. This data is only used to track and assess the hiring and advancement efforts of individual with disabilities." Accurate disability information is necessary to measure progress toward objectives to be a model employer of individuals with disabilities.

EEO Compliance and Complaints Review and Adjudication

The Army's 17-year-old enterprise-wide EEO complaints tracking system is under revision. Revisions include changes to the Army organization hierarchy. In FY22, the Army also submitted two statutory reports, the Annual 462 statistical report on discrimination complaints and the No FEAR Act Report to the EEOC, DoD, and Congress.

Diversity, Equity, and Inclusion (DEI) Strategic Plan Maturity Model

DASA-EI developed an organizational phased checklist to support commands across the Army establishing and maintaining a positive and diverse command climate. This tool establishes a baseline

for continuous evaluations which allows leaders and organizations to assess individual and unit cohesion through the lens of inclusion and equal opportunity. At the strategic level, the maturity model enables the Army to capture the "State of Diversity" across all organizations and enables HQDA resources and efforts to focus in on specific issues or problem areas. The maturity model synchronizes with the new Quarterly People Training Brief (QPTB) and Mission Essential Condition (MEC) being developed by the People First Task Force.

Your Voice Matters Listening Sessions

In FY22 the EI team conducted listening sessions at 8 military installations, held 59 listening sessions, and heard from over 2,990 soldiers and Department of the Army civilians during FY22. In support, EIA developed and distributed communication toolkits for commands to use in their efforts to encourage attendance, address feedback, and communicate with stakeholders. These sessions provided atmospherics that may present barriers to quality of life, culture, spectrums of talent or disparately affect personnel readiness; determined local and Army-wide diversity and inclusion policy requirements or practices; and demonstrated care and commitment to the well-being of our military and civilian personnel. In addition, the sessions allowed our agency to provide feedback to HQDA on regulatory and policy issues for assessment and potential actions in support of our Force.

Army Senior Leader and Army-wide Outreach and Engagement Strategy and Plan

In accordance with the Army Outreach and Engagement Plan dated August 20, 2021, the Army continues to expand its strategic engagement scope and opportunity to acquire, develop, employ, and retain Army professionals and compete for global talent to achieve the goals/objectives of the Army APS DEI Annex and CIP. Annually, the Army is invited to participate in national affinity/nonfederal entities to assure access and opportunity. Significant results in hiring, mentoring, and building viable relationships with several community influencers have been realized through the engagement at the BEYA STEM Global Competitiveness Awards, the Joint Women's Leadership Symposium (JWLS), LULAC, Latina Style Incorporated, and the Kappa Alpha Psi Inc. In support of these events and IAW AR 1-50, the Agency increased Army Senior Leader participation, use of direct hiring authorities, youth mentorship seminars, and professional achievement awards for Army personnel. In 2022, the Army developed a Community of Influence (COI) event concept to be executed during BEYA to share information with national organizations, school officials, community groups, thought leaders, and influencers about the opportunities and benefits that exist within the Army, whether interested in pursuing military or civilian careers in support of the soldier and the mission of the defense and security of our Nation. The Army plans to incorporate COI-type events in several of its outreach and engagement events in the future. Army participation with these organizations is key to maintaining relationships with historically underrepresented and underserved communities and the ability to tell the Army story to those who may not have had access or exposure previously. These outreach efforts also support EO 13985 which charges each agency with developing new recruitment partnerships to ensure that the Federal government can compete to recruit and retain the Nation's best talent.

Army Senior Leader and Army-wide Outreach and Engagement Accomplishments

Through its direct hiring authority, the Army has successfully interviewed, hired civilian personnel, and recruited for military careers on-site during conferences, career fairs, and regional community events. To date, the Army has over 45 STEM related professionals, entry, mid, senior grade levels, and military recruiters report leads from two of the National Non-Federal Entities: BEYA STEM Global Competitiveness Awards Conference and LULAC. Aggressive Army-wide participation during conferences assures access to and opportunity for youth, college, and professional journey level careerists to acquire, develop, employ, and retain individuals and groups that traditionally have not had access or opportunity to explore careers in the military or civilian occupations.

US Army Medical Command Transfer of Function to Defense Health Agency

The National Defense Authorization Acts (NDAA) FY17 through FY21 fundamentally changed the Military Health System and the way the Army optimizes the medical readiness of the force and the

readiness of medical personnel. In accordance with statutory direction provided in NDAAs FY17 and FY19, the Army transferred the authority, direction, and control of its military medical treatment facilities (MTFs) to the Defense Health Agency (DHA). Consequently, the MEDCOM Civilian Human Resources Directorate (CHRD) initiated the identification of MTF civilian personnel performing a select set of functions for retention in support of Army readiness and transferred all other civilian personnel to DHA.

On September 12, 2021, MEDCOM CHRD transferred 3,014 civilian employees to DHA at Womack Army Medical Center, Fort Bragg, NC, as the first transfer wave, and retained approximately 200 civilians as Department of Army MEDCOM employees as part of the enduring medical readiness structure. MEDCOM CHRD successfully worked with DHA to transfer all employee time off awards, retention incentives, childcare subsidies, and physician and dentists market pay adjustments to execute a well-synchronized transition.

MEDCOM subsequently transferred an additional 27,929 civilian personnel and local national employees from all the remaining Army MTFs in four waves effective in July, August, September, and October 2022. Lastly, on October 23, 2022, MEDCOM completed the last functions transfers, bringing the total civilians transferred from the regional subordinate commands and the headquarters levels to 1,005.

In total, MEDCOM transferred 31,948 civilians to DHA, completing all scheduled transfers, and retained a total of 4,668 civilians (Including OneStaff). The ratio of female to male employees in MEDCOM organizations retained by the Army is still 2:1. In other words, roughly 64% (3,230) female and 36% (1,847) male MEDCOM employees are still part of the Army civilian workforce. MEDCOM is conducting a review of all employee transfers in collaboration with DHA and the Army Civilian Human Resources Agency (CHRA) to identify any errors and will execute corrective actions in the fourth quarter of FY23. Tables 5 and 6 below highlight the transfer or personnel.

DHA Transition									
	Above MTF Level, TOF, & MDT (as of 10/28/2022)	Set 0 MTF TOF 9/12/2021	Set 1 MTF TOF 7/17/2022	Set 2 MTF TOF 8/14/2022	Set 3 MTF TOF 9/11/2022	Set 4 MTF TOF 9/11/2022	Cleanup MTF TOF 10/23/2022	Future Cancelations (errors)	Total Transfers
MRC, East	46	3,014	1,490	5,030	1,588	0	359	-45	11,482
MRC, West	60	0	1,475	4,898	4,984	0	199	-4	11,612
MRC, Europe	38	0	0	0	1,233	453	10	0	1,734
MRC, Pacific	58	0	5,202	112	395	539	14	-3	6,317
OneStaff	803	0	0	0	0	0	0	0	803
Total:	1,005	3,014	8,167	10,040	8,200	992	582	-52	31,948

Table 5 MEDCOM to DHA Personnel Transition

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Number of Employees	32,517	32,239	32,194	32,075	31,870	31,698	31,637	31,671	23,571	13,638	4,561	3,912
Number of Transfers									8,167	10,040	8,200	2,579

Number of Employees = On hand numbers of all MEDCOM HQ and subordinate commands

Number of Transfers = Includes all transfers of function sets, cleanup, and management directed transfers. This number does not inlcude Womack AMC, which occured in FY21
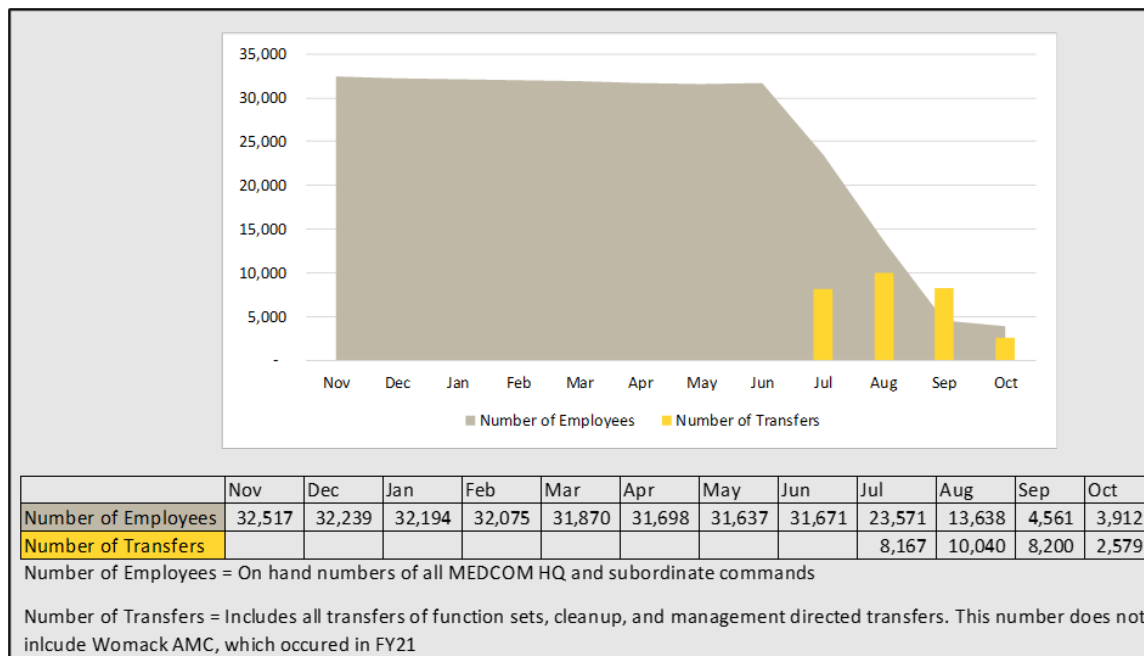
Table 6 MEDCOM to DHA Personnel Transition

Sources: Gender: Defense Civilian Personnel Data System

MEDCOM Reorganization — Pivot to Army Readiness

As a result of this historic transformation and the pivot to Army Readiness, MEDCOM began restructuring efforts at the regional and headquarters levels at the beginning of FY22 to ensure the command develops and retains the capabilities and capacities to support medical readiness throughout the force and allow the Surgeon General/Commanding General MEDCOM to continue to execute Title X authorities.

MEDCOM consistently considered people as a top priority through this transformation and demonstrated strong commitment to meeting workforce shaping and restructuring challenges through the use of all appropriate authorities (i.e., targeted hiring freeze, management directed reassignment, MEDCOM Placement Program; modification of qualification requirements; grade/pay retention for voluntary change to lower grade, Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP) Priority Placement Program (PPP), and attrition). MEDCOM will continue to use these authorities to the greatest extent possible, as mitigation tools to shape the workforce and is utilizing Reduction in Force (RIF) procedures as a last resort.

The restructuring, reduction in workload, and corresponding decrease of authorizations required effective management of civilian personnel. Since November 2021, MEDCOM worked diligently to provide future employment opportunities to as many civilians as possible. The command engaged in restructuring efforts that included identifying positions which require a change in title/occupational series/grade; updating and establishing position descriptions as appropriate, including the establishment of 37 standardized position descriptions; implementing restructured positions through planned management actions; identifying surplus or mismatched personnel; and managing surplus personnel to avoid adverse impact to the workforce.

At the end of FY22, MEDCOM successfully managed 294 of 312 surplus personnel (or 94%) who would have otherwise been subject to separation from Federal service through RIF procedures. Placements occurred as a direct result of MEDCOM's focused and purposeful strategic human capital efforts. Table 7 on the next page provides a breakdown of these efforts.

Workforce Shaping Status			
Organization	Number of Abolished or Restructured Positions	Number of Excess Personnel Managed	Number of Excess Personnel Pending Management
MRC, East	40	38 (95%)	2 (5%)
MRC, West	36	34 (94%)	2 (6%)
MRC, Pacific	28	26 (93%)	2 (7%)
OneStaff	208	196 (94%)	12 (6%)
Total	312	294 (94%)	18 (6%)

Table 7 MEDCOM Workforce Shaping Status

Sources: Gender: Defense Civilian Personnel Data System

If all efforts to place the remaining 18 surplus civilian personnel are unsuccessful, separation notices will be issued to employees affected by a RIF in April 2023. Impacted employees will be notified a minimum of 60 days prior to the effective date of separation (June 2023).

Civilian Implementation Plan (CIP) 2022 Update

The CIP 2022 was signed by the Acting Assistant Secretary of the Army (Manpower & Reserve Affairs), U.S. Army Commanding General TRADOC, and the DCS-G1, in September 2022. CIP 2022 has 10 Objectives and 48 Tasks that align to one or more of the four priorities for Army civilian talent management. These new tasks augment the 48 existing CIP 2020 tasks and are combined in CIP 2022. The APS and the Secretary of the Army's six priorities released in October 2019 continue to serve as the roadmap for CIP 2022. Four of these priorities carry over from CIP 2020:

1) Transform Workforce Planning and Management
2) Modernize Civilian Talent Acquisition
3) Evolve Enterprise Civilian Talent Management Services
4) Build World-Class Supervisors

Collectively, the new and existing tasks continue to support each of the four lines of effort (Acquire, Develop, Employ, and Retain Talent). They build and augment the accomplishments of CIP 2020 with new and evolving initiatives that modify Strategic Priority III — "Evolve Enterprise Talent Management Services," which underscore Functional Chiefs and Career Field Managers as authoritative functional experts and decision-makers in growing and managing civilian talent. CIP 2022 also introduces a new Strategic Priority of "Leveraging People Analytics." This priority emphasizes the importance of technology and leveraging data analytics to support transformation and modernization of civilian talent management as well as the CIP 2022 tasks, milestones, and intended outcomes.

For the first time ever, under the Acquire Line of Effort (LOE), ACCMA secured funding for Army civilian marketing to expand outreach and innovate recruitment efforts. ACCMA also developed a talent acquisition plan to build a pipeline of top talent by leveraging and fostering partnerships with colleges and universities. This partnership enables ACCMA to build relationships with key leaders across academic institutions to ensure the Army acquires top talent necessary to maintain our readiness. Moreover, the Army has researched and invested in technologically forward industry practices and recruitment platforms such as Handshake and Yello to facilitate hiring efforts for current college students and recent graduates.

A significant accomplishment under the Develop LOE was the designation of the Deputy Assistant Secretary of the Army-Civilian Personnel (DASA-CP) as the Army's proponent for supervisors. In this capacity, DASA-CP is responsible for developing policy, providing advocacy, authority, and support to resource supervisor development, doctrinal publications, and training to assist supervisors in developing and inspiring the workforce to become high performing members of the Army profession.

FY22 Army Complaints Processing Program

The number of informal complaints initiated in FY22 increased to 1,990 as compared to 1,771 in FY21. Formal complaints filed against the Army also increased to 1,109 in FY22 compared to 979 in FY21. These increases are in line with numbers reported in years before FY21, perhaps indicating the lower FY21 numbers were an anomaly. On average, Army informal complaints were processed timely: complaints in which traditional counseling was elected but without an extension averaged 26 days, while those in which an extension was granted averaged 60 days. Complaints which entered the Alternative Dispute Resolution (ADR) process averaged 65 days to closure. Army continues to accept or dismiss formal complaints in a timeframe well below EEOC's reasonable standard of 60 days, averaging 20 days to issue those decisions in FY22.

The top five basis alleged in formal complaints during FY22 were, from highest to lowest, reprisal, race (black), disability (physical), sex (female) and age. The top five issues for FY22, again in order, were harassment (nonsexual), promotion/non-selection, other terms/conditions of employment, disciplinary actions, and reasonable accommodation. Please note that the number of complaints counted in the "Other Terms/Conditions of Employment" category on the 462 Report increased in FY22 due to EEOC Office of Federal Operations' consolidation of several other issues into this one category.

In FY22, there were sixteen findings of discrimination, all of which were the result of a decision issued by an EEOC Administrative Judge. Findings of discrimination accounted for 1.4% of all formal complaints in FY22 closures and 2.7% of closures in which a decision on the merits were rendered. The issues in the findings continue to be varied and without any identifiable trend or commonality. Reprisal remained the most common basis for the findings. Army has noted the significant increase in per se reprisal findings, accounting for 5 of the 16 findings. We continue to take steps to make our legal community aware of this trend, and to advise our EEO and legal professionals to emphasize the requirements of privacy within the EEO process when briefing managers and supervisors. Findings based on disability, in conjunction with the issue of RA, also continues to be a concern that we encourage our EEO, legal, and HR staff to emphasize when they train Army managers and supervisors on their responsibilities in the RA process.

Sustained efforts to reduce the average time to complete an investigation enjoy continued success, as the Army's average days declined from 171.9 in FY21 to 136.55 in FY22, far below the 180-day standard. Average days in FY23 to date are also currently well below 180 days; therefore, the Army is confident in our ability to meet the 180-day standard in the future. Unfortunately, the average days taken to issue a FAD without an AJ's decision increased from 336 calendar days in FY21 to 485 in FY22. The planned activities to reduce processing times for FADs is addressed in Part H of this report.

Section V: FY23 Planned Activities

- Establish Army-wide Barrier Analysis working group using data from Federal Employee Viewpoint Survey, RAND Study, Advana, and BOBI Queriers breakout, and Command submissions.

- Assume responsibilities from the Air Force as the Combatant Command Support Agent (CCSA) for USCYBERCOM in FY24.

- Increase the participation rate of females in STEM and Mission Critical Occupation positions.

- Increase the overall participation rate of females in the Army workforce.

- Develop and implement civility training for supervisors and managers.

- Increase funding in ACOMs, ASCCs, and DRUs to employ Special Emphasis Program Managers to facilitate the program.

- Obtain SECARMY signature on the 2023 EEO Policy Statement.

- Brief the State of the Agency Brief to the SECARMY and obtain signature of the MD-715 report.

- Develop a Reasonable Accommodations policy and training to increase timely processing.

- Conduct Program Evaluations for ARCENT and AMC.

- Increase the Agency's participation rate in ADR.

- Update and post to the Army public-facing webpage, reasonable accommodation procedures for disability and for sincerely held religious beliefs, practices, and observances.

- Update and post to the Army public-facing webpage, Personal Assistance Services procedures for those with severe disabilities.

- Develop and post to the Army public-facing webpage, a comprehensive Accessibility Statement, including the provisions of the ABA and the Rehabilitation Act.

- Post to the Army public-facing webpage, the Army's Affirmative Employment Plan for Individuals with Disabilities (IWD).

- Integrate EEO into personnel policies and programs being developed through the CIP through strategic collaborative partnership with the Army's human resources community.

- Update the online content, accessibility, and timeliness of required mandatory EEO, Anti-harassment, and NO Fear training.

- Develop and publish Special Emphasis Programs and Employee Resource Group guidance.

- Maintain assessment and funding for updated and useability of the Army's automated system for MD-715 reports, data, and reasonable accommodation tracking (MD-715 Reporter).

- Identify and Increase partnerships with disability serving institutions in outreach and engagement strategy.

- Assess Command EEO staffing levels and support arrangements across the Army to determine necessary levels of staffing and effective support arrangements.

- Hire a Director of EEO Plans and Programs to fill the two-year vacancy.

- Staff the Army Section 508 and Assistive Technology Office in the CIO Office.

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Part F: Certification of Establishment of Continuing EEO Programs

MD-715 PART F	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS		
I,	Lyle J. Hogue	
Principal EEO Director/Official	Acting Deputy Assistant Secretary of the Army Equity, and Inclusion Agency /0260/SES	
for:	The Department of the Army	

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 workforce 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.

	HOGUE.LYLE.JA MES.1090794694 Digitally signed by HOGUE.LYLE.JAMES.1090794694 Date: 2023.04.12 11:52:29 -04'00'	4/12/23
Acting Deputy Assistant Secretary of the Army, Equity, and Inclusion Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.		Date
Secretary of the Army		6/13/23 Date

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Part G: Agency Self-Assessment Checklist — FY22

MD-715 PART G	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
ESSENTIAL ELEMENT A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.			
A.1 — The agency issues an effective, up to date EEO policy statement.		**Measure Met?**	**Comments**
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? *If yes, provide the annual issuance date in the comment's column.* [MD-715, II(A)]	Yes	November 1, 2021
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation, and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [29 CFR § 1614.101(a)]	No	Part H will not be completed. The SA signed the EEO policy statement on March 21, 2023. H-1-22
A.2 — The agency has communicated EEO policies and procedures to all employees.		**Measure Met?**	**Comments**
A.2.a	*Does the agency disseminate the following policies and procedures to all employees:*		
A.2.a.1	– Anti-harassment policy? [MD-715, II(A)]	No	The Anti-Harassment Program is now under DASA-CP. The Policy has been approved by EEOC and is being staffed for the SA's signature. H-3-21
A.2.a.2	– Reasonable accommodation procedures? [29 CFR § 1614.203(d)(3)]	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility
A.2.b	*Does the agency prominently post the following information in the workplace and on its public website:*		
A.2.b.1	– Business contact information for its EEO Director EEO Counselors, EEO Officers, Special Emphasis Program Managers? [29 CFR § 1614.102(b)(7)]	Yes	Https://www.army.mil/armyequityandinclusion
A.2.b.2	– Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [29 CFR § 1614.102(b)(5)]	Yes	Https://www.army.mil/armyequityandinclusion
A.2.b.3	– Reasonable accommodation procedures? [29 CFR § 1614.203(d)(3)(i)] If yes, provide the internet address in the comment column.	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility
A.2.c	*Does the agency inform its employees about the following topics:*		
A.2.c.1	– EEO complaint process? [29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If yes, provide how often.	Yes	Https://www.army.mil/armyequityandinclusion
A.2.c.2	– ADR process? [MD-110, Ch. 3(II)(C)] If yes, provide how often.	Yes	Https://www.army.mil/armyequityandinclusion
A.2.c.3	– Reasonable accommodation program? [29 CFR § 1614.203(d)(7)(ii)(C)] If yes, provide how often.	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility
A.2.c.4	– Anti-harassment program? [EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If yes, provide how often.	Yes	Annually
A.2.c.5	– Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If yes, provide how often.	Yes	Annually

A.3 — The agency assesses and ensures EEO principles are part of its culture.		Measure Met?	Comments
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [29 CFR § 1614.102(a) (9)] *If yes, provide one or two examples in the comments section.*	Yes	The SA recognizes individuals that have demonstrated superior accomplishments in EEO each Spring (Dates Very).
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessments to monitor the perception of EEO principles within the workforce? [5 CFR Part 250]	Yes	
ESSENTIAL ELEMENT B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.			
B.1 — The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.		Measure Met?	Comments
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [29 CFR §1614.102(b)(4)]	No	NoH-1-21
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? *If yes, provide the title of the agency head designee in the comments.*	Yes	ASA(M&RA)
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [29 CFR §1614.102(b)(4)]	Yes	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency, and legal compliance of agency's EEO program? [29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [MD-715 Instructions, Sec. I)] *If yes, provide the date of the briefing in comments column.*	No	H-1-21
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other related issues? [MD-715, II(B)]	Yes	

B.2 — The EEO Director controls all aspects of the EEO program.		Measure Met?	Comments A "No" response to any measure in Part G is a program deficiency requiring a Part H.
B.2.	*Is the EEO Director responsible for the following:*		
B.2.a	– The implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
B.2.b	– Overseeing the completion of EEO counseling? [29 CFR §1614.102(c)(4)]	Yes	
B.2.c	– Overseeing the fair and thorough investigation of EEO complaints? [29 CFR §1614.102(c)(5)]	Yes	
B.2.d	– Overseeing the timely issuance of final agency decisions? [29 CFR §1614.102(c)(5)]	Yes	
B.2.e	– Ensuring compliance with EEOC orders? [29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	– Periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes	This is done at every level through weekly, monthly, and quarterly meetings and emails.
B.3 — The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.		Measure Met?	Comments
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [MD-715, II(B)]	Yes	
B.3.b	Does the agency's current strategic plan reference EEO/diversity and inclusion principles? [MD-715, II(B)] *If yes, identify the EEO principles in the strategic plan in the comments column.*	Yes	Army Civilian Implementation Plan: Lines of effort: 1-Acquire Talent 2-Develop Talent 3-Employ Talent 4-RetainTalent

B.4 — The agency has sufficient budget and staffing to support the success of its EEO program		Measure Met?	Comments
B.4.a	*Per 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:*		
B.4.a.1	– to conduct a self-assessment of the agency for possible program deficiencies? [MD-715, II(D)]	Yes	
B.4.a.2	– to enable the agency to conduct a thorough barrier analysis of its workforce? [MD-715, II(B)]	Yes	USA Staffing now provides Army Applicant Flow Data. Army provides the data to Commands H-2-21
B.4.a.3	– to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [29 CFR § 1614.102(c)(5) & 1614.105(b) — (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	
B.4.a.4	– to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [MD-715, II(B) and III(C)] If not, identify the type(s) of training with insufficient funding in the comments section.	Yes	
B.4.a.5	– to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [29 CFR §1614.102(c)(2)]	Yes	
B.4.a.6	– to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [MD-715, II(B)]	Yes	
B.4.a.7	– to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [MD-715, II(E)]. If not, identify the systems with insufficient funding in the comments section.	Yes	
B.4.a.8	– to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	No	Not all Commands have funded SEPM positions H-3-22
B.4.a.9	– to effectively manage its anti-harassment program? [MD- 715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	No	This function is now under the purview of the DASA-CP office. The EEOC-approved policy is being staffed for SA signature and Army-wide distribution and implementation. H-3-21
B.4.a.10	– to effectively manage its reasonable accommodation program? [29 CFR § 1614.203(d)(4)(ii)]	No	H-2-22
B.4.a.11	– to ensure timely and complete compliance with EEOC orders? [MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [29 CFR § 1614.102(a)(1)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [MD-110, Ch. 1(III)(A), 2(III), 6(III)]	Yes	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	The Army does not use contractors for counseling.

B.5 — The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.		Measure Met?	Comments
B.5.a	*Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:*		
B.5.a.1	− EEO Complaint Process? [MD-715(II)(B)]	Yes	
B.5.a.2	− Reasonable Accommodation Procedures? [29 CFR § 1614.102(d)(3)]	Yes	
B.5.a.3	− Anti-Harassment Policy? [MD-715(II)(B)]	No	This function is now under the purview of the DASA-CP office. The EEOC-approved policy is being staffed for SA signature and Army-wide distribution and implementation. H-3-21
B.5.a.4	− Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [MD-715, II(B)]	Yes	
B.5.a.5	− ADR, with emphasis on the Federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [MD-715(II)(E)]	Yes	
B.6 — The agency involves managers in the implementation of its EEO program.		Measure Met?	Comments
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [MD-715 Instructions, Sec. I]	No	Currently drafting the SEP Guidance. H-3-22
B.6.b	Do senior managers participate in the barrier analysis process? [MD-715 Instructions, Sec. I]	No	H-2-21
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [MD-715 Instructions, Sec. I]	No	H-2-21
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	

ESSENTIAL ELEMENT C: MANAGEMENT AND PROGRAM ACCOUNTABILITY		
This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.		
C.1 — The agency conducts regular internal audits of its component and field offices.	**Measure Met?**	**Comments**
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [29 CFR §1614.102(c)(2)] *If yes, provide the schedule for conducting audits in the comments section.*	Yes	The Army re-established its on-site program evaluations in FY22 and evaluated USACE in October 2021, FORSCOM in February 2022, and USARPAC in March 2022; AMC and AFC are planned NLT FY24.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [29 CFR §1614.102(c)(2)] *If yes, provide the schedule for conducting audits in the comments section.*	Yes	The Army re-established its on-site program evaluations in FY22 and evaluated USACE in October 2021, FORSCOM in February 2022, and USARPAC in March 2022; AMC and AFC planned NLT FY24.
C.1.c	Do component and field offices make reasonable efforts to comply with the recommendations of the field audit? [MD- 715, II(C)]	Yes	
C.2 — The agency has established procedures to prevent all forms of EEO discrimination.	**Measure Met?**	**Comments**
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, §V.C.1 (6/18/99)]	No	This function is now under the purview of the DASA-CP office. The EEOC-approved policy is being staffed for SA signature and Army-wide distribution and implementation. H-3-21
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	No	Draft document contains required verbiage. H-3-21
C.2.a.2	Has the agency established a firewall between the Anti- Harassment Coordinator and the EEO Director? [EEOC Report, Model EEO Program Must Have an Effective Anti- Harassment Program (2006)]	Yes	The program resides in under DASA-CP.
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors, EEOC No. 915.002, § V.C.1 (6/18/99)]	Yes	
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [Enforcement Guidance, V.C.]	Yes	
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within ten days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [*Complainant v. Dept. of Veterans Affairs*, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dept. of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (5/29/15)] *If no, provide the percentage of timely-processed inquiries in the comments section.*	Yes	
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [29 CFR 1614.203(d)(2)]	Yes	

C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [29 CFR 1614.203(d)(3)]	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [29 CFR 1614.203(d)(3)(D)]	Yes	
C.2.b.2	Has the agency established a firewall between the RA Program Manager and the EEO Director? [MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	Does the agency ensure that job applicants can request and receive RAs during the application and placement processes? [29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
C.2.b.4	Do the RA procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [29 CFR 1614.203(d)(3)(i)(M)]	Yes	30 days
C.2.b.5	Does the agency process all RA requests within the time frame set forth in its RA procedures? [MD-715, II(C)] *If no, provide percentage of timely-processed requests in the comment column.*	No	64% are timely H-2-22
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [29 CFR 1614.203(d)(6)]	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility
C.2.c.1	Does the agency post its procedures for processing requests for personal assistance services on its public Web site? [29 CFR § 1614.203(d)(5)(v)] *If yes, provide the internet address in the comment column.*	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility

C.3 — The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.		Measure Met?	Comments
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes	
C.3.b	*Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following:*		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [MD-110, Ch. 3.I]	Yes	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [29 CFR §1614.102(b)(6)]	Yes	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [MD-715, II(C)]	Yes	
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [MD- 715 Instructions, Sec. I]	Yes	
C.3.b.5	Provide religious accommodations when it does not cause an undue hardship? [29 CFR §1614.102(a)(7)]	Yes	
C.3.b.6	Provide disability accommodations when it does not cause an undue hardship? [29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity? [MD-715, II(C)]	Yes	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct? [Enforcement Guidance, V.C.2]	Yes	
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [MD-715, II(C)]	Yes	
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [29 CFR §1614.102(c)(2)]	Yes	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [29 CFR §1614.102(c)(2)]	Yes	

C.4 — The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.		Measure Met?	Comments
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/ training programs, and management/ personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [MD-715 Instructions, Sec. I]	Yes	When policies are updated.
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [29 CFR §1614.601(a)]	Yes	As of this year, the data is provided by USA Staffing.
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [MD-715, II(C)]	Yes	
C.4.e	*Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:*		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [MD-715, II(C)]	Yes	
C.5 — Following a finding of discrimination, the agency explores whether it should take a disciplinary action.		Measure Met?	Comments
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [29 CFR §1614.102(a)(6); see also *Douglas v. Veterans Administration*, 5 MSPR 280 (1981)]	Yes	
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [29 CFR §1614.102(a)(6)] *If yes, state the number of disciplined/sanctioned individuals during this reporting period in the comments.*	Yes	None
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [MD-715, II(C)]	Yes	
C.6 — The EEO office advises managers/ supervisors on EEO matters.		Measure Met?	Comments
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [MD-715 Instructions, Sec. I] *If yes, identify the frequency of updates in comments.*	Yes	Annually
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions/concerns? [MD-715 Instructions, Sec. I]	Yes	

ESSENTIAL ELEMENT D: PROACTIVE PREVENTION		
This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.		
D.1 — The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	**Measure Met?**	**Comments**
D.1.a Does the agency have a process for identifying triggers in the workplace? [MD-715 Instructions, Sec. I]	Yes	
D.1.b Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [MD-715 Instruct. Sec. I]	Yes	
D.1.c Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities? [29 CFR 1614.203(d)(1)(iii)(C)]	Yes	Some commands conduct exit interviews, others conduct stay interviews.
D.2 — The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	**Measure Met?**	**Comments**
D.2.a Does the agency have a process for analyzing the identified triggers to find possible barriers? [MD-715, (II)(B)]	Yes	
D.2.b Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [29 CFR §1614.102(a)(3)]	Yes	
D.2.c Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [29 CFR §1614.102(a)(3)]	Yes	Applicant Pool Data is limited. Subordinate commands are not able to access Applicant Flow Data. DoD is currently working to assume responsibility for providing the data to Army and all Services
D.2.d Does the agency regularly review the following sources of information to find barriers: complaint/ grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, RA program; anti- harassment program; and/or external special interest groups? [MD-715 Instructions, Sec. I] *If yes, identify data sources in the comments section.*	Yes	Army conducts trend analysis on complaint data, reviews surveys to include stay and exit surveys. DASA-EI is working closely with DASA-CP to ensure anti-harassment data will be correctly captured and analyzed.
D.3 — The agency establishes appropriate action plans to remove identified barriers.	**Measure Met?**	**Comments**
D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [29 CFR §1614.102(a)(3)]	Yes	
D.3.b If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [MD-715, II(D)]	Yes	
D.3.c Does the agency periodically review the effectiveness of the plans? [MD-715, II(D)]	Yes	

D.4 — The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.		Measure Met?	Comments
D.4.a	Does the agency post its affirmative action plan on its public Web site? [29 CFR 1614.203(d)(4)] *If yes, provide the internet address in the comments section.*	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [29 CFR 1614.203(d)(1)(i)]	Yes	
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of Individuals with Disabilities or targeted disabilities employed at the agency until it meets the goals? [29 CFR 1614.203(d)(7)(ii)]	Yes	
ESSENTIAL ELEMENT E: EFFICIENCY This element requires the agency head to ensure there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.			
E.1 — The agency maintains an efficient, fair, and impartial complaint resolution process.		Measure Met?	Comments
E.1.a	Does the agency timely provide EEO counseling? [29 CFR §1614.105]	Yes	
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session? [29 CFR §1614.105(b)(1)]	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint? [MD-110, Ch. 5(I)]	Yes	
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report? [MD-110, Ch. 5(I)] *If yes, provide the average processing time in the comments section.*	Yes	20 Days
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation? [29 CFR §1614.102(b)(6)]	Yes	
E.1.f	Does the agency timely complete investigations? [29 CFR §1614.108]	Yes	
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit? [29 CFR §1614.108(g)]	Yes	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision? [29 CFR §1614.110(b)]	Yes	
E.1.i	Does the agency timely issue final actions follow receipt of the hearing file and the administrative judge's (AJ) decision? [29 CFR §1614.110(a)]	Yes	
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [MD-110, Ch. 5(V)(A)] *If yes, describe how in the comments.*	Yes	N/A: Army does not use contractors to implement any stage of the EEO complaint process.
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [MD-110, Ch. 5(V)(A)]	Yes	
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal? [29 CFR § 1614.403(g)]	Yes	

E.2 — The agency has a neutral EEO process.		Measure Met?	Comments
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [MD- 110, Ch. 1(IV)(D)] *If yes, please explain in the comment's column.*	Yes	ACOMs, ASCCs and DRUs Legal directorates have implemented procedures.
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [MD-110, Ch. 1(IV)(D)] *If yes, identify the source/location of the attorney who conducts the legal sufficiency review in the comments.*	Yes	On March 12, 2019, guidance was issued to Army Senior Counsel/Qualifying Authorities on Agency Counsel participation on the EEO process and legal sufficiency reviews of formal EEO Complaints.
E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [MD-110, Ch. 1(IV)(D)]	Yes	
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [EEOC Report, *Attaining a Model Agency Program: Efficiency* (Dec. 1, 2004)]	Yes	
E.3 — The agency has established and encouraged the widespread use of a fair ADR program.		Measure Met?	Comments
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [29 CFR §1614.102(b)(2)]	Yes	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [MD-110, Ch. 3(III)(A)(9)]	Yes	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [MD-110, Ch. 3(II)(D)]	Yes	

E.4 — The agency has effective and accurate data collection systems in place to evaluate its EEO program.		Measure Met?	Comments
E.4.a	*Does the agency have systems in place to accurately collect, monitor, and analyze the following:*		
E.4.a.1	– Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/ complainants, and the involved management official? [MD-715, II(E)]	Yes	
E.4.a.2	– The race, national origin, sex, and disability status of agency employees? [29 CFR §1614.601(a)]	Yes	
E.4.a.3	– Recruitment activities? [MD-715, II(E)]	Yes	
E.4.a.4	– External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [MD-715, II(E)]	Yes	
E.4.a.5	– The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4.a.6	– The processing of complaints for the anti-harassment program? [EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	
E.5 — The agency identifies and disseminates significant trends and best practices in its EEO program.		Measure Met?	Comments
E.5.a	Does the agency monitor trends in its EEO program to determine whether agency is meeting its obligations under the statutes EEOC enforces? [MD-715, II(E)] *If yes, provide example in the comments section.*	Yes	Quarterly workforce demographics and complaint trends.
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [MD-715, II(E)] *If yes, provide example in the comments section.*	Yes	EEO officials collaborate with EEOC, DoD, and its components, and other federal agencies on best practices through participation in multiple working groups and councils
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [MD-715, II(E)]	Yes	

ESSENTIAL ELEMENT F: RESPONSIVENESS AND LEGAL COMPLIANCE This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
F.1 — The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.		**Measure Met?**	**Comments**
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [29 CFR §1614.102(e); MD-715, II(F)]	Yes	
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [MD- 715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [MD-110, Ch. 9(IX)(H)]	Yes	
F.2 — The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.		**Measure Met?**	**Comments**
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [29 CFR §1614.502; MD-715, II(E)]	Yes	
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [29 CFR §1614.108(g)]	Yes	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [29 CFR §1614.501]	Yes	
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [29 CFR §1614.403(e)]	Yes	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	
F.3 — The agency reports to EEOC its program efforts and accomplishments.		**Measure Met?**	**Comments**
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [29 CFR §1614.703(d)]	Yes	

Part H: Essential Element Deficiencies and Planned Activities

MD-715 PART H-1-21	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**				
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	B.1.a. The Agency Head is not the Agency EEO Director's immediate Supervisor and does not have day to day control over the EEO Officer. B1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the Agency" briefing covering the six essential elements of the model EEO Program and the status of the barrier analysis process?				
RESPONSIBLE OFFICIAL:	SA, ASA M&RA and DASA-CP				
DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN?				**(Yes or No)** Yes	
Date Initiated	**Target Completion Date**	**Date Modified**	**Date Completed**	**Objective Description**	
December 2021	September 2023			To brief the MD-715 State of the Agency to the SA and Senior Leaders.	
December 2021	September 2023			In 2023, the Army will explore a structure that brings it closer to EEOC compliance.	
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:					
Target Date	**Planned Activities**		**Sufficient Staffing & Funding**	**Modified Date**	**Completion Date**
September 2022	The DASA-EI met with all subordinate commanders to address the organizational structure to align EEO Directors directly under the organization's commander.		Yes	December 2022	
September 2022	The SA signed orders making the DASA-EI dual hatted as the Senior Diversity Advisor, reporting directly under the agency heads for day-to-day control for DEIA, but not for EEO.		Yes	December 2022	
September 2022	In 2023, the Army will explore a structure that brings it closer to EEOC compliance.		Yes	December 2022	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE					
Most commanders have aligned their EEO Directors under their oversight.					

MD-715 PART H-2-21	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**				
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	B.4.a.2 The Army utilizes the MD-715 Reporter Tool to collect workforce data and create data tables. The system can connect to BOBI, but cannot connect to USA Staffing, which contains the applicant pool data that Army needs to complete a thorough analysis. B.6.b. Do senior managers participate in the barrier analysis process? B.6.c When barriers are identified, do senior managers assist in developing agency EEO action plans (Part 1, Part J, or the Executive Summary)?				
RESPONSIBLE OFFICIAL:	DASA-EI; EEO Team				
DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN?				**(Yes or No)** Yes	
Date Initiated	**Target Completion Date**	**Date Modified**	**Date Completed**	**Objective Description**	
December 2021	June 2022		November 2022	To gain access to USA Staffing data through the MD-715 Reporter Tool	

PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:					
Target Date	**Planned Activities**		**Sufficient Staffing & Funding**	**Modified Date**	**Completion Date**
May 2022	Coordinate meeting between USA Staffing, DASA-EI, and Contract Team.		Yes		November 2022
May 2022	Identify why the two systems will not connect.		Yes		October 2022
May 2022	Link the systems and complete the data pull.		Yes	December 2022	
September 2023	Implement a Barrier Analysis Working Group to span several stakeholders across Headquarters, Department of the Army. The Working Group will meet monthly and provide back briefs to senior managers after each meeting.		Yes		
September 2023	The Barrier Analysis Working Group will brief senior managers on data, triggers, and barriers before proposing plans of action for the senior manager's approval and implementation.		Yes		

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE
• Identified if there is an issue with the AF5 Data Tables, identified that the disconnect is with USA Staffing, identified that a new way to pull the data must be developed. Working with the contractor to develop a way to access USA Staffing data. • USA Staffing and Advana now provides Applicant Pool Data. • A new contract has been awarded. Contractors are working on updating the system. • Now able to give the field required data due to USA Staffing making the data available to HQ Army. • Begin preliminary planning to standing up a permanent barrier analysis working group to meet monthly to assess triggers and conduct barrier analysis.

MD-715 PART H-3-21	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**				
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	A.2.a.1 Does the Agency disseminate the Anti-Harassment Policy to all employees? B.4.a.9 Funding to effectively manage its Anti-Harassment Program? MD-715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors. B.5.a.3 Anti-Harassment Policy C.2.a Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, Â§ V.C.1 (June 18, 1999)] C.2.a.1 Does the Anti-Harassment policy requires corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment?				
RESPONSIBLE OFFICIAL:	DASA-CP				
DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN?				**(Yes or No)** Yes	
Date Initiated	**Target Completion Date**	**Date Modified**		**Date Completed**	**Objective Description**
December 2021	April 2022	April 2022		April 2022	DASA-CP develop required guidance.
December 2021	April 2022	April 2022		September 2022	Staff Draft guidance/policy
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:					
Target Date	**Planned Activities**		**Sufficient Staffing & Funding**	**Modified Date**	**Completion Date**
October 2022	EEOC conduct review and approve document.		Yes	November 2022	November 2022
March 2023	Secretary of the Army approve and Sign Policy and Guidance.		Yes		
September 2023	DASA-CP is currently drafting and staffing the Army's new Anti-Harassment policy for approval and implementation.		Yes		
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE					

- The Army's Anti-Harassment Program has been relocated under the DASA-CP.
- A working group was established to assess and rewrite the Army's Anti-Harassment policy.
- The EEOC approved the initial document, DASA-CP modified the document and staffed it to legal for an initial review before staffing it agency wide.
- The policy and guidance ae being updated and prepared for final staffing.

MD-715 PART H-1-22	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT				
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	A.1.b. The EEO Policy Statement that was signed in 2021 was not compliant with EEOC's guidance to address all protected classes and the laws EEOC Enforces.				
OBJECTIVE:	Complaint EEO Policy Statement				
RESPONSIBLE OFFICIAL:	Secretary of the Army, DASA-EI, Affirmative Employment Program Manager				
DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN?				(Yes or No) Yes	
Date Initiated	Target Completion Date		Date Modified	Date Completed	Objective Description
December 2022	December 2022		March 2023	January 2023	
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:					
Target Date	Planned Activities		Sufficient Staffing & Funding	Modified Date	Completion Date
February 2023	Draft Policy Statement has been completed		Yes	January 2023	January 2023
February 2023	DASA-EI approved document to be sent forward for the SA's signature		Yes	February 2023	February 2023
March 2023	Document Staffed for SA's signature		Yes		March 2023
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE					
The Secretary signed the policy letter on 21 March 2023.					

MD-715 PART H-2-22	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**				
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	B.4.a.10: Integral to H-5-22, C.2.b.5 Does the agency process all Reasonable Accommodation (RA) requests within the timeframe set forth in its RA procedures? [MD-715, II(C)] B.5.a.2.: *Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:* Reasonable Accommodation Procedures? [29 CFR § 1614.102(d)(3)] C.2.b.5: Does the agency process all RA requests within the time frame set forth in its RA procedures? [MD-715, II(C)] *If no, provide percentage of timely-processed requests in the comment column. 64% are timely.*				
OBJECTIVE:	1. Integrate reasonable accommodation procedures training into systems and programs that will ensure all managers and supervisors receive the training and the training is monitored/tracked. 2. Allocate sufficient funding and sufficient qualified staffing to enable timely processing of RA requests. 3. Process RA requests w/in timeframe required by AR 690-12, 4. Establish procedures for processing PAS, 5. Post PAS procedures to DA publish facing webpage. 6. Integrate reasonable accommodation procedures training into systems and programs that will ensure all managers and supervisors receive the training and the training is monitored/tracked.				
RESPONSIBLE OFFICIAL:	Secretary of the Army, DASA-EI, and DASA-CP				
DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN?			**(Yes or No)** Yes		

Date Initiated	Target Completion Date	Date Modified	Date Completed	Objective Description	
	March 2022	June 2023			

PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:

Target Date	Planned Activities	Sufficient Funding & Staffing	Modified Date	Completion Date
September 2022	Provide actions to address the objective in the Civilian Implementation Plan FY23-FY25.	Yes		September 2022
October 2022	Army published 508 compliant Civilian Implementation Plan with tasks to achieve the objective.	Yes		October 2022
September 2025	Target Date- Dec. 2023: CIP Task A-3.2. Execute an enterprise-wide Army Onboarding Program for new Army Civilians. Target Date-Sept. 2025: CIP Task A-3.4. Improve the civilian hiring process for applicants, hiring manager, and HR specialists. Target Date-March 2023: CIP Task D-2.3. Establish and resource a comprehensive, mandatory supervisor development & certification program. Target Date-March 2023: CIP Task E-1.2. Identify and leverage specific tools and analytics to support talent management program implementation. Target Date-Sept. 2023: CIP Task E-1.8, Establish a resource to support managers in creating a work environment that is consistent with the requirements of the Rehabilitation Act of 1973, as amended. Target Date-Sept. 2025: CIP Task CC-4 Create or validate HR Enterprise Architecture for Army HR tools.	Yes		September 2025
September 2023	Update reasonable accommodations procedures training imbedded in annual mandatory EEO training for supervisors and establish enforcement mechanism.	Yes		
January 2022	Draft PAS Policy and Procedure Statement.			June 2022

	Establish webpage for EEO (Equity and Inclusion Agency) on Army.mil.			October 2022
February 2023	Post PAS Statement to the website.			February 2023
October 2023	Assess root causes of delays in RA processing, develop corrective actions, and implement corrective actions.			

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Provided actions to address the objective in the Civilian Implementation Plan (CIP) FY23-FY25.

Published 508 compliant CIP with tasks to achieve the objective and posted to Army website.

Working with Office of Primary Responsibility for each of the CIP tasks noted above.

MD-715 PART H-3-22	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**			
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	B.4.a.8 To effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program)? [5 USC § 7201; 38 USC § 4214; 5 CFR §720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709] B.6.a Are senior managers involved in the implementation of Special Emphasis Programs? [MD-715 Instructions, Sec. I]			
OBJECTIVE:	To establish and administer an effective SEP Program which involves senior managers.			
RESPONSIBLE OFFICIAL:	Secretary of the Army, DASA-EI			
DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN?			**(Yes or No)** Yes	

Date Initiated	Target Completion Date	Date Modified	Date Completed	Objective Description
2022	October 2022	October 2024		

PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:

Target Date	Planned Activities	Sufficient Funding & Staffing?	Modified Date	Completion Date
June 2023	Finalize Army SEP policy letter and guidance.			
June 2023	Develop and distribute SEP guidance to address the celebration and participation of selected SEP events.			
October 2024	Working with EEO Program Directors to ensure they are included in the annual budget.			

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Identified a Special Emphasis Program Manager in DASA-EI.

Begin drafting SEP policy letter and guidance.

Staffed the SEP policy guidance across the agency and to legal for approval before staffing the guidance for the SA's signature.

Part I: Barrier Analysis and Planned Activities

MD-715 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
TRIGGER ANALYSIS			
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	If a group's participation rate in the target population is below (separation rate is above) that group's availability in the benchmark population, then the Army identifies there is a trigger. For FY22, the female demographic continues to fall below the CLF by 12.24%. This percentage has incrementally increased over the last 8 years as reflected in the trend analysis in the workforce data graphic. Compared to the FY21 percentage females decreased by 2.53% when reviewing the total workforce percentages. There ERI's with the most significant deviations in percentages are Hispanic and White females. Hispanic females deviate by 3.13%, while White females deviate by 9.92% when compared to the FY14-FY18 CLF. Additional focus areas will include STEM Mission Critical Occupations and to increase the participation levels for females in targeted MCO's. MCO Description and Series (See Total Workforce Analysis for full details) • INFORMATION TECHNOLOGY MANAGEMENT -2210 • LOGISTICS MANAGEMENT — 346 • CONTRACTING — 1102 • HUMAN RESOURCES MANAGEMENT — 201 • NURSE — 610 • BUDGET ANALYSIS — 560 • TRAINING INSTRUCTION — 1712 • INTELLIGENCE — 132 • SECURITY ADMINISTRATION — 80 • GENERAL EDUCATION AND TRAINING — 1701		
SOURCE OF TRIGGER:	A-1 Data Table: Total Workforce / Mission Critical Analysis		
MD-715 WORKFORCE DATA TABLE:	Workforce Data Tables / Business Objects Business Intelligence Data Queries/ Applicant Flow Data		

EEO GROUP(S) AFFECTED BY TRIGGER:	Check all that apply:			
	All Men		**Asian Males**	
	All Women		**Asian Females**	X
	Hispanic or Latino Males	X	**Native Hawaiian or Other Pacific Islander Males**	
	Hispanic or Latino Females	X	**Native Hawaiian or Other Pacific Islander Females**	X
	White Males		**American Indian or Alaska Native Males**	
	White Females	X	**American Indian or Alaska Native Females**	X
	Black or African American Males		**Two or More Races Males**	
	Black or African American Females		**Two or More Races Females**	X

BARRIER ANALYSIS PROCESS			
SOURCES OF DATA:	**Sources**	**Source Reviewed (Y/N)?**	**Identify Information Collected**
	Workforce Data Tables	Y	Total Workforce
	Complaint Data (Trends)	N/A	N/A
	Grievance Data (Trends)	N/A	N/A
	Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	N/A	N/A
	Climate Survey (e.g., FEVS)	N/A	N/A
	Exit Interview Data	N/A	N/A
	Focus Groups	N/A	N/A
	Interviews	N/A	N/A
	Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
	Other (Please Describe) Applicant Data	Y	– Total Announcements – Applications – Qualified Applicants – Referred Applicants – Applicant Selections
STATUS OF BARRIER ANALYSIS PROCESS:	*Barrier analysis process completed?*	*(Y/N)* No	
	Barrier(s) identified?	*(Y/N)* No	
STATEMENT OF IDENTIFIED BARRIER(S): (Description of Policy, Procedure, or Practice)	The Army is forming a Barrier Analysis Working Group to attempt to pinpoint root causes of observed triggers by: Developing request for information that flows from triggers; Reviewing pertinent documents; and consulting with subject matter experts.		

EEO PLAN TO ELIMINATE IDENTIFIED BARRIER(S)						
OBJECTIVE(S):	**Objective**	**Date Initiated**	**Target Date**	**Sufficient Funding/ Staffing**	**Modified Date**	**Date Completed**
	Identify root causes to triggers for women.		September 2023	Yes		
	Identify root causes for the triggers for Hispanic's.		September 2023	Yes		
	Identify root cause for the triggers for White females.		September 2023	Yes		
	Increase female participation in STEM related MCO's.		September 2023	Yes		
RESPONSIBLE OFFICIAL(S):	**Title**	**Name**			**Performance Standards Address Plan? (Y/N)**	
	EEO Program Manager	Ms. Yvonne Murray				
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:						
Target Date	**Planned Activities**				**Modified Date**	**Completion Date**
September 2023	Formation of Army Barrier Analysis Working Group					
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE						
The Army has begun preliminary efforts to form the Barrier Analysis Working group to include subject matter experts/ stakeholders. The working group will also review the RAND Study, WIT, the CIP, the Army's People Strategy, the DEI Annex, and the Federal Employee Viewpoint Survey.						

Part J: Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Individuals with Disabilities

MD-715 PART J	U.S. Equal Employment Opportunity Commission
	FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

To capture agencies' affirmative action plans for IWD and IWTD, EEOC regulations (29 CFR. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the Federal Government.

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

    a. Cluster GS-1 to GS-10 (IWD)   Yes   No X

    b. Cluster GS-11 to SES (IWD)   Yes   No X

> Total workforce including all pay plans, AF, and NAF IWD = 13.1%. When including those who select they don't want to identify their disability, IWD = 23.8%
> All pay plans, AF, and NAF equivalent to GS1-10 IWD = 11.8%
> All pay plans, AF, and NAF equivalent to GS11-SES IWD = 14.1%
>
> GS pay plan groups make up 70% of the total workforce and are depicted in the B Tables reflecting the following:
> GS total IWD = 14.19%
> GS-1 through GS-10 IWD = 15.92%
> GS-11 and above IWD = 16.08%

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

    a.   Cluster GS-1 to GS-10 (IWTD)   Yes   No X

    b.   Cluster GS-11 to SES (IWTD)   Yes   No X

> Total workforce including all pay plans, AF, and NAF IWTD = 2.1%
> All pay plans, AF, and NAF equivalent to GS-1 through GS-10 IWTD = 2.0%
> All pay plans, AF, and NAF equivalent to GS-11 through SES IWTD = 2.1%
>
> GS pay plan groups make up 70% of the total workforce and are depicted in the B Tables reflecting the following:
>
> - GS total IWTD = 4.15%
> - GS-1 through GS-10 IWTD = 5.30%
> - GS-11 and above IWTD = 4.26%

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

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

Section II: Model Disability Program

Pursuant to 29 CFR. §1614.203(d)(1), agencies must ensure sufficient staff, training, and resources to recruit and hire Individuals with Disabilities and Individuals with Targeted Disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

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

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

   Yes   No X

   At the Secretariat level and for several Army commands, staffing and funding are insufficient. Some commands do not have a DPM nor sufficient staff to conduct barrier analysis. Section 508 program is not staffed or funded. Reasonable accommodations and PAS are funded by the respective commands rather than central Army funding.

   Plan for improvement:
   - Survey commands to ascertain current staffing, funding, and training status, and where necessary, support requests for additional staffing and funding for the disability program.
   - Army leadership publish a memorandum to all commands advising that the disability program must be sufficiently staffed with full time DPMs.
   - Request additional funds for DPM training.
   - Explore methods to centrally fund RA and PAS.
   - Leverage the DEI Council and the CIP.

   Civilian Implementation Plan
   https://api.army.mil/e2/c/downloads/2022/10/31/fa993f31/signedarmypeoplestrategy-civilianimplementationplanfy23-25-508-wo-annexes.pdf

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part-Time	Collateral Duty	
Processing applications from IWD and IWTD				Army Civilian Personnel Advisory Center HR specialists supporting each command process applications. SPPC/DPM at Secretariat level informs applicants and collaborates with HR. https://www.army.mil/armyequityandinclusion#org-accessibility
Answering questions from the public about hiring authorities that take disability into account	1			Disability Program Manager at Secretariat level. Army commands have an EEO and HR staff responsible for this function. Tips for applicants are here: https://www.eeoc.gov/publications/abcs-schedule-tips-applicants-disabilities-getting-federal-jobs
Processing RA requests from applicants and employees				EEO specialists supporting commands throughout the Army. Reasonable accommodation information is available online https://www.eeoc.gov/eeoc-disability-related-resources/reasonable-accommodation
Section 508 Compliance				CIO/G-6, https://www.army.mil/armyequityandinclusion#org-accessibility
Architectural Barriers Act (ABA) Compliance				DASA-CW and Public Works offices supporting Army commands and installations https://www.army.mil/armyequityandinclusion#org-accessibility
Special Emphasis Program (SEP) for IWD/IWTD		1	1	DPM at Secretariat level. Army commands have an EEO staff responsible for this function. Tips for applicants are here: https://www.eeoc.gov/publications/abcs-schedule-tips-applicants-disabilities-getting-federal-jobs

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

Yes   No X

> In FY22, Army EEO specialists attended the Defense Equal Opportunity Management Institute (DEOMI) DPM course and were advised of additional training from various sources (NELI, EEOC, DMOC, JAN, etc.), some at no cost. In FY22, Army did not centrally fund DPM training at DEOMI nor for the EEOC DPM Course. Not all EEO specialists are trained in disability program management. DEOMI allots 10 seats per DPM course which is not enough to meet the demand. Unlike EEO Counselors, there is no requirement for certification in disability program management.
>
> DASA-EI is creating training that will be presented to all EEO specialists and recorded for future reference. Through the CIP tasks, reference material, training material, and best practices are being gathered and will be housed on a platform accessible to all EEO practitioners. Updates are also being made to the mandatory annual EEO training for the workforce.

B. Plan to Ensure Sufficient Funding for the Disability Program

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

Yes   No X

> Funding and staffing levels are not sufficient to robustly implement the disability program. Civilian Implementation Plan Task E-1.8, includes a requirement to explore methods to centrally fund RA and PAS. Program requirements will be assessed against staffing levels and funding levels to identify gaps and use the Planning, Programming, Budgeting, and Execution System (PPBES) and manpower management tools to address the gaps. DA will continue to collaborate with other DoD agencies and other federal agencies to leverage proven tools, programs, and best practices.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 CFR. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of IWD. The questions below are designed to identify outcomes of the Agency's recruitment program plan for IWD and IWTD.

A. Plan to Identify Job Applicants with Disabilities

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

> The Army EEO and Army HR practitioners collaborate on outreach to national level affinity groups, disability serving organizations, and college and university offices that serve individuals with disabilities to describe opportunities and hiring authorities that take disability into account. DA actively recruits qualified IWD to fill a percentage of its student intern allocations. Programs and resources the agency uses include the Special Placement Program Coordinator, Schedule A resume repository, Wounded Warrior resume repository, Workforce Recruitment Program, the Army's Military Transition Program, outreach to Vocational Rehabilitation Centers, and OPM USA Staffing. Individuals are advised to upload their resume and Schedule A letter to USA Jobs https://www.usajobs.gov, make their resume searchable, keep it current, and self-identify as an individual with a disability. They are also advised of Army civilian employment opportunities www.goarmy.com/careers-and-jobs/find-your-path/army-civilians.html and of intern and fellows positions https://portal.chra.army.mil/afp?id=acdp_public_jobs

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

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

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

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

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

   Yes   No X   N/A

   > The training is incorporated in annual EEO Training but in FY22, not all Army personnel were trained. Plans are being pursued to ensure training is included during onboarding, annually, and as part of the required supervisor training and certification. The plan to provide training is incorporated in CIP 2022 Task D-2.3 "Establish and resource a comprehensive mandatory supervisor development and certification program". Additionally, the mandatory annual EEO training will be revised to emphasize this training. Army leadership published a memo and a message during 2nd quarter FY22 to all Army commands, encouraging the use of Schedule A for IWD [5 CFR part 213.3102(u)], Veterans' Recruitment Appointment [5 CFR part 307], and 30% or More Disabled Veteran Authority [5 CFR 316.302(b)(4), 216.402(b)(4), and 5 USC 3112].
   >
   > The CIP was revised and includes objectives to develop training for all HR specialists and hiring managers which will include the use of hiring authorities that take disability into account.

B. Plan to Establish Contacts with Disability Employment Organizations

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

> Army has contacts with various affinity groups and through the groups, reaches out to those with disabilities. Army also has contacts with college and university offices that serve students with disabilities. During FY22, through the Army's initiative, DOL Office of Disability Employment created a list of disability serving organizations. In FY23, Army will establish additional partnerships with Deaf in Government, Rochester Institute of Technology disability services office, and Gallaudet University; will participate in a hiring event at Gallaudet University; and reach rout to the disabled population to encourage attendance at the Black Engineer of the Year Awards.
>
> Army continues to encourage DoD DMOC and DOL to establish a job board for the Workforce Recruitment Program https://www.wrp.gov/wrp?id=wrp_about_us where DA and other organizations can post outreach events, job vacancies, hiring fairs, resume writing workshops, etc.

C. Progression Towards Goals (Recruitment and Hiring)

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

   a. New Hires for Permanent Workforce (IWD)   Yes X   No
   b. New Hires for Permanent Workforce (IWTD)   Yes X   No

   > The percentage of applicants self-identifying as IWD is below the 12% federal employment benchmark, however, the qualifying and referral rates are higher proportionally than the rates for those with no disability. While referral rates for IWD and IWTD are at a level consistent with qualified rates for IWD and IWTD, the selection rates are disproportionately lower than the rates for those with no disability. IWTD are applying, qualifying, and being referred at rates more than twice the 2% employment goal and being selected at a 3% rate.
   >
   > IWD and IWTD are being referred at a rate consistent with the qualified rate for IWD and IWTD while those with no disability are selected at a rate that exceeds the referral rate.

2. Using the <u>qualified applicant pool</u> as the benchmark, do triggers exist for IWD/IWTD among the new hires for any of the MCOs? If yes, describe the triggers below.

   a. New Hires for MCO (IWD)   Yes   No X   N/A
   b. New Hires for MCO (IWTD)   Yes   No X   N/A

   > In FY22, the Army exceeded the Federal benchmarks for IWDs and IWTDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWDs and IWTDs. In FY23, the Army will conduct further analysis for qualified applicant pool for new hires by MCO.

3. Using the <u>relevant applicant</u> pool as the benchmark, do triggers exist for IWD/IWTD among the qualified internal applicants for any of the MCOs? If yes, describe the triggers below.

   a. Qualified Applicants for MCO (IWD)   Yes   No X   N/A
   b. Qualified Applicants for MCO (IWTD)   Yes   No X   N/A

   > In FY22, the Army exceeded the Federal benchmarks for IWDs and IWTDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWDs and IWTDs. In FY23, the Army will conduct further analysis for relevant applicant pool by MCO.

4. Using the <u>qualified applicant pool</u> as the benchmark, do triggers exist for IWD/IWTD among employees promoted to any of the MCOs? If yes, describe the triggers below.

   a. Promotions for MCO (IWD)   Yes   No X   N/A
   b. Promotions for MCO (IWTD)   Yes   No X   N/A

   > In FY22, the Army exceeded the Federal benchmarks for IWDs and IWTDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWDs and IWTDs. In FY23, the Army will conduct further analysis for qualified applicant pool for promotions by MCO.

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

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

A. Advancement Program Plan

Describe the Agency's plan to ensure IWD and IWTD have sufficient opportunities for advancement.

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

B. Career Development Opportunities

> The Army Career Program system includes all employees. All are aligned into a career program that provides a structured path to obtain education, training, and development. The career programs are centrally funded and managed. Army Commands design and implement formal mentorship programs to provide leadership development opportunities to GS-11 and GS-12 grade employees with the potential and desire to lead, such as the "Emerging Enterprise Leaders" (EEL). This program is nested within Army Directive 2015-2024, "Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program," or SETM and ETM respectively. SETM is a leader development program for GS-14s and GS-15s, composed of five modules: Enterprise Placement Program, Project-Based Temporary Duty Assignments (TDY), Army Senior Civilian Fellowship, Senior Service College, and Defense Senior Leader Development Program, which tailor their leadership development road maps through professional development, Senior-level education, or experiential learning opportunities. ETM provides GS-12s and GS-13s the opportunity to participate in four modules consisting of Shadowing Assignment, Project-Based Temporary Duty Assignment (TDY), Command and General Staff Officer Course, and the DoD program "Executive Leadership Development Program, where they gain a better understanding of the DoD mission, while being developed as future leaders with joint and interagency perspectives and skills. The mentoring process is used to facilitate partnerships between experienced professionals with less experienced employees to enhance the employee's professional development and growth by sharing insights and experiences. The mentoring process promotes career planning, job enrichment, and potential for advancement.

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

See description above.

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

The Army does not have a system to gather and report this data on applicants and selections for career development opportunities. Efforts are underway to explore potential solutions. The absence of data is a trigger.

Career Development Opportunities	Total Participants (#)		IWD (%)		IWTD (%)	
	Applicants	Selectees	Applicants	Selectees	Applicants	Selectees
Internship Programs						
Detail Programs						
Fellowship Programs						
Mentoring Programs						
Coaching Programs						
Training Programs						

Internship Programs — Army (the number of interns with disabilities is the number of persons who requested a reasonable accommodation; Army does not require interns to disclose the nature of their disabilities; thus, data on IWTD are not collected).

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

   a. Applicants (IWD)   Yes X   No   N/A
   b. Selections (IWD)   Yes X   No   N/A

The absence of data on applicants and selections for career development opportunities is a trigger. In FY22 the CIP was revised to include a task D-2.1 Enhance civilian leader development programs; adjust or implement program revisions as needed. One of the intended outcomes is to establish a system to identify all career development opportunities, and track and report applicants and selectees for each career development opportunity. Completion date is set for September 2023.

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

    a. Applicants (IWTD)   Yes X   No
    b. Selections (IWTD)   Yes X   No

    > The absence of data on applicants and selections for career development opportunities is a trigger. DASA-EI is currently working with the Civilian Human Resources Agency to develop this data for future MD715 Reports.

C. *Awards*

1. Using the <u>inclusion rate</u> as the benchmark, does your agency have a trigger involving IWD/IWTD for any level of the time-off awards, bonuses, or other incentives? If yes, describe the trigger(s).

    a. Awards, Bonuses, & Incentives (IWD)   Yes   No X
    b. Awards, Bonuses, & Incentives (IWTD)   Yes   No X

    > The Army completed an analysis of total Army workforce awards. In FY23, the Army will conduct further analysis to include time-off awards, bonuses, and incentives for IWDs and IWTDs.

2. Using the <u>inclusion rate</u> as the benchmark, does your agency have a trigger involving IWD/IWTD for quality step increases or performance-based pay increases? If yes, describe the trigger(s).

    a. Pay Increases (IWD)   Yes   No X
    b. Pay Increases (IWTD)   Yes   No X

    > The Army completed an analysis of total Army workforce awards. In FY23, the Army will conduct further analysis to include quality step increases or performance-based pay increases for IWDs and IWTDs.

3. If the agency has other types of employee recognition programs, are IWD/IWTD recognized disproportionately less than employees without disabilities? (The benchmark is the inclusion rate.) If yes, describe the recognition program and relevant data.

    a. Other Types of Recognition (IWD)   Yes   No X   N/A
    b. Other Types of Recognition (IWTD)   Yes   No X   N/A

D. *Promotions*

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

a. SES	i. Qualified Internal Applicants (IWD)	Yes		No	X
	ii. Internal Selections (IWD)	Yes		No	X
b. Grade GS-15	i. Qualified Internal Applicants (IWD)	Yes		No	X
	ii. Internal Selections (IWD)	Yes		No	X
c. Grade GS-14	i. Qualified Internal Applicants (IWD)	Yes		No	X
	ii. Internal Selections (IWD)	Yes		No	X
d. Grade GS-13	i. Qualified Internal Applicants (IWD)	Yes		No	X
	ii. Internal Selections (IWD)	Yes		No	X

In FY22, the Army exceeded the Federal benchmarks for IWDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWDs. In FY23, the Army will conduct further analysis of qualified internal applicants and/or selectees for promotions to the senior grade levels.

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

a. SES	i. Qualified Internal Applicants (IWD)	Yes		No	X
	ii. Internal Selections (IWD)	Yes		No	X
b. Grade GS-15	i. Qualified Internal Applicants (IWD)	Yes		No	X
	ii. Internal Selections (IWD)	Yes		No	X
c. Grade GS-14	i. Qualified Internal Applicants (IWD)	Yes		No	X
	ii. Internal Selections (IWD)	Yes		No	X
d. Grade GS-13	i. Qualified Internal Applicants (IWD)	Yes		No	X
	ii. Internal Selections (IWD)	Yes		No	X

In FY22, the Army exceeded the Federal benchmarks for IWTDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWTDs. In FY23, the Army will conduct further analysis of qualified internal applicants and/or selectees for promotions to the senior grade levels.

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

    a. New Hires to SES (IWD)   Yes   No X   N/A
    b. New Hires to GS-15 (IWD)   Yes   No X   N/A
    c. New Hires to GS-14 (IWD)   Yes   No X   N/A
    d. New Hires to GS-13 (IWD)   Yes   No X   N/A

> In FY22, the Army exceeded the Federal benchmarks for IWDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWDs. In FY23, the Army will conduct further analysis of qualified applicant pool for new hires to the senior grade levels.

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

    a. New Hires to SES (IWTD)   Yes   No X   N/A
    b. New Hires to GS-15 (IWTD)   Yes   No X   N/A
    c. New Hires to GS-14 (IWTD)   Yes   No X   N/A
    d. New Hires to GS-13 (IWTD)   Yes   No X   N/A

> In FY22, the Army exceeded the Federal benchmarks for IWTDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWTDs. In FY23, the Army will conduct further analysis of qualified applicant pool for new hires to the senior grade levels.

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

a. Executives			
i. Qualified Internal Applicants (IWD)	Yes	No X	N/A
ii. Internal Selections (IWD)	Yes	No X	N/A
b. Managers			
i. Qualified Internal Applicants (IWD)	Yes	No X	N/A
ii. Internal Selections (IWD)	Yes	No X	N/A
c. Supervisors			
i. Qualified Internal Applicants (IWD)	Yes	No X	N/A
ii. Internal Selections (IWD)	Yes	No X	N/A

In FY22, the Army exceeded the Federal benchmarks for IWDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWDs. In FY23, the Army will conduct further analysis of qualified internal applicants and/or selectees for promotions to supervisory positions.

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

a. Executives			
i. Qualified Internal Applicants (IWTD)	Yes	No X	N/A
ii. Internal Selections (IWTD)	Yes	No X	N/A
b. Managers			
i. Qualified Internal Applicants (IWTD)	Yes	No X	N/A
ii. Internal Selections (IWTD)	Yes	No X	N/A
c. Supervisors			
i. Qualified Internal Applicants (IWTD)	Yes	No X	N/A
ii. Internal Selections (IWTD)	Yes	No X	N/A

In FY22, the Army exceeded the Federal benchmarks for IWTDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWTDs. In FY23, the Army will conduct further analysis of qualified internal applicants and/or selectees for promotions to supervisory positions.

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

   a. New Hires for Executives (IWD)   Yes   No X   N/A
   b. New Hires for Managers (IWD)   Yes   No X   N/A
   c. New Hires for Supervisors (IWD)   Yes   No X   N/A

   > In FY22, the Army exceeded the Federal benchmarks for IWDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWDs. In FY23, the Army will conduct further analysis of qualified applicant pool for new hires to the supervisory positions.

8. Using the <u>qualified applicant pool</u> as the benchmark, does your agency have a trigger involving IWTD among the selectees for new hires to supervisory positions? If yes, describe the trigger(s).

   a. New Hires for Executives (IWTD)   Yes   No X   N/A
   b. New Hires for Managers (IWTD)   Yes   No X   N/A
   c. New Hires for Supervisors (IWTD)   Yes   No X   N/A

   > In FY22, the Army exceeded the Federal benchmarks for IWTDs. The Army completed the initial applicant flow analysis of applicants, referrals, and selections for IWTDs. In FY23, the Army will conduct further analysis of qualified applicant pool for new hires to the supervisory positions.

Section V: Plan to Improve Retention of Individuals with Disabilities

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

A. Voluntary and Involuntary Separations

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

   Yes   No X   N/A

   > For the FY22 MD 715 Report, DASA-EI determined not all eligible Army Schedule A employees were converted to competitive service. DASA-CP and DASA-EI are currently working to implement a solution by establishing an automatic notice to supervisors to make a determination on Schedule A conversions.

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

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

   > For FY22, the Army exceeded its total workforce IWD inclusion rate benchmark of 13.29% for voluntary and involuntary separations which were 14.9% and 22.5%, respectively.

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

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

   > For FY22, the Army exceeded its total workforce IWTD inclusion rate benchmark of 3.92% for voluntary and involuntary separations which were 4.20% and 8.33%, respectively.

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

   > Exit surveys are not used throughout the Army. Some commands use exit surveys and some use Stay surveys. Information necessary to respond to this question is not available. Civilian Implementation Plan Task R-1.4 intended outcome is to implement an enterprise approach to stay and exit surveys. Completion date is expected to be September 2023.

B. Accessibility of Technology and Facilities

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

1. Please provide the internet address on the agency's public Web site for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

   > Website: https://dodcio.defense.gov/dodsection508.aspx
   >
   > Effective February 2023, a more comprehensive and legally sufficient notice was posted to https://www.army.mil/armyequityandinclusion#org-accessibility

2. Please provide the internet address on the agency's public Web site for its notice explaining employees' and applicants' rights under the ABA, including a description of how to file a complaint.

   > Website: The notice will be posted in FY23 to the website below:
   > https://www.army.mil/armyequityandinclusion#org-accessibility

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

   > Plans to improve accessibility of information and communication technology include the resourcing of a full-time Section 508 and Assistive Technology Office in the Chief Information Office. Civilian Implementation tasks include exploring the feasibility of central funding of reasonable accommodations and personal assistance services. Root cause analysis of Section 504 complaints and implementation of systemic solutions will continue and are expected to continue to reduce the number of Section 504 complaints. During FY22, policies and procedures were modified to improve access at Arlington National Cemetery, installation Child and Youth Services, Military District of Washington events for the public, and US Army Corps of Engineers managed public lands.

C. Reasonable Accommodation Program

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

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

   > 75 days

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

> Reasonable accommodation requests are not processed in a timely way; only 65% are processed within the required timeframe. In several EEO offices across the Agency, and at the Secretariat level, the staffing is insufficient to monitor trends and to implement programs fully to improve RA and PAS processing time. Actions planned to improve processing time include: The development of a guide for RA and PAS processing, an update to the governing Army regulation (AR 690-12), additional RA and PAS training, modifications to the automated RA and PAS tracking tool, and training on the tracking tool.

D. *Personal Assistance Services Allowing Employees to Participate in the Workplace*

Pursuant to 29 CFR. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

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

> Requests for PAS follow the same procedures as those for requests for RA. Requests for PAS are so few, that when requested, the servicing EEO office works directly with the Army DPM to process the request. In FY22, a contract for PAS was developed in addition to an existing contract in a separate Army command. https://www.army.mil/armyequityandinclusion#org-accessibility

Section VI: EEO Complaint and Findings Data

A. EEO Complaint Data Involving Harassment

1. During the last fiscal year, did a higher percentage of IWD file a formal EEO complaint alleging harassment, as compared to the government-wide average of 21.98 percent?

   Yes   No   See 3 below

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

   Yes X   No

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

   > Regarding A1: because of filings on multiple bases, we are unable to differentiate data to respond to question A1. The agency had one complaint involving a finding of discrimination for both harassment and RA on the basis of disability (physical). The ordered actions were compensatory damages ($156,000), backpay (TBD), reinstatement, training for managers, and a posting. In a second case, the EEOC AJ found discrimination for both harassment and RA on the basis of disability (physical). The Army appealed the case to EEOC Office of Federal Operations, therefore the AJ decision and ordered actions are not yet implemented. In a third case, a finding of discrimination was issued on the issue of RA and the basis of disability (physical). The ordered actions were compensatory damages ($30,000), attorneys fees and costs ($18,562.50), training for the manager, and a posting.

B. EEO Complaint Data Involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of IWD file a formal EEO complaint alleging failure to provide an RA, as compared to the government-wide average of 14.03 percent?

   Yes X   No

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

   Yes X   No

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

   > See A3 above. Regarding B1: When filing complaints, complainants often make multiple allegations on multiple basis involving multiple issues. In FY22, 1109 formal complaints were filed. Of those, 252 alleged a basis of disability (physical): 252/1109 = 22.7%. Another 287 complaints alleged a basis of disability (mental): 287/1109 = 25.9%.

Section VII: Identification and Removal of Barriers

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

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

   Yes X   No   N/A

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

   Yes X   No   N/A

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

   > Included in the Affirmative Action Plan below.

MD-715 PART J	*Affirmative Action Plan for Individuals with Disabilities*
Triggers	• Absence of data, disparate data sources, and absence of standard data business rules to identify triggers and insufficient staff to conduct data analysis. • Limited knowledge and limited use of Schedule A hiring authority for IWD/IWTD among HR specialists and hiring managers. • Inconsistent use of the RA and PAS tracking tool. • Absence of Section 508 and Assistive Technology Program. • Insufficient staff to improve upon disability program management, trend analysis, barrier analysis, oversight, training, etc. • Absence of enterprise-wide exit surveys. • Absence of data on applicants and selections for career development opportunities.
Source of Trigger	Workforce data tables, existing data, absent data, overtime hours for DPMs, discrimination findings based on disability, and everyday experience working with EEO Directors, DPMs, and hiring managers across the Army, and collaboration w/Department of the Air Force and Department of the Navy.
EEO Group(s) Affected	Individuals with Disabilities and Individuals with Targeted Disabilities.
EEO Sources Reviewed	B Tables, RA tracker data, Schedule A conversion data, complaints data, and FEVS data.
Status of Barrier Analysis Process	Insufficient staff to complete barrier analysis but some deficiencies are obvious and corrective action can be identified and pursued without barrier analysis.
Objective(s) for the EEO Plan	Objectives are outlined in the CIP 2022. https://api.army.mil/e2/c/downloads/2022/10/31/fa993f31/signedarmypeoplestrategy-civilianimplementationplanfy23-25-508-wo-annexes.pdf Establish an authoritative, complete, and accurate data system that is user friendly and provides necessary data to identify triggers and to address the gaps in necessary data. Leverage existing Army data scientists or establish data scientists within the EEO offices. Continue to work with HR on the CIP objectives designed to address disability outreach, hiring, advancement, and retention.

Plan to Address Barriers/Triggers Identified				
Responsible Official(s)		**Performance Standards Address the Plan? (Yes or No)**		
DASA-CP and DASA-EI		Civilian Implementation Plan milestone have accountability measures		
Target Date	**Planned Activities**	**Sufficient Staffing & Funding**	**Modified Date**	**Completion Date**
September 2023	Weekly CIP workgroup meetings and analytics meetings w/ ACCMA, CHRA, and DMOC Advana proponent	No	Sep 2025	
September 2023	Explore options for improved data analytics and collaborate w/OPRs for the following cross cutting data centric CIP Tasks: CIP Task CC-1 Q2 FY23 CIP Task CC-2 Q2 FY24 CIP Task CC-3 Q4 FY24 CIP Task CC-4 Q4 FY25	No		

Objective(s)	Publish Reasonable Accommodation and PAS procedures on the internal and external website			
Responsible Official(s)		**Performance Standards Address the Plan?**		
Disability Program Manager in collaboration with web manager		Yes		
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
December 2022	Conduct research, draft document, staff with EEO community and OTJAG, obtain approval, coordinate with web manager, post to websites.	Yes	February 2023	February 2023

Trigger 1	Less than expected participation in the workforce overall, in certain mission critical occupations and at higher grades.			
Barrier(s)	Not applicable			
Objective(s)	Contract with RAND to study barriers to entry, advancement, and retention of Army civilian women, persons of color, and individuals with disabilities.			
Responsible Official(s)		**Performance Standards Address the Plan?**		
DASA-CP, ACS G-1, DASA-EI				
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
November 2020	Approve project description.	Yes		November 2020
December 2021	Complete data collection, focus groups, and review of policies, and craft draft report.	Yes		November 2021
September 2022	Complete and distribute final report and determine next steps.	Yes	February 2023	February 2023
Fiscal Year	**Accomplishments**			
	Noted above in Completed Date column			

Trigger 1	Results from interviews with supervisors and focus groups with HR specialists.
Barrier(s)	
Objective(s)	Provide training resources for HR specialists, recruiters, hiring officials and supervisors on affirmative employment, hiring authorities that take disability into account, WRP, and other sources of candidates, and training on reasonable accommodation and PAS."

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

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
September 2023	Update Course 203 A and 203 B, mandatory EEO training for employees and supervisors and develop mechanisms to ensure all Army members take the 203 Course training annually.	Yes		
September 2023	CIP Task A-3.2. Execute an enterprise-wide Army Onboarding Program for new Army Civilians; incorporate the training. Update the subject information and establish policy and procedure to mandate the content during onboarding of all civilian employees and military supervisors of civilian employees.	Yes		
May 2023	CIP Task D-2.3. Establish and resource a comprehensive, mandatory supervisor development and certification program.	Yes		
September 2024	CIP Task A-2.1. Provide centralized recruitment and outreach services to commands. Training for civilian recruiters supporting Army sponsored recruitment and outreach events is conducted by ACCMA annually.	Yes		
September 2025	CIP Task A-3.4. Improve the civilian hiring process for applicants, hiring managers, and HR specialists. Incorporate training on subject areas listed in the objective.	Yes		
Fiscal Year	**Accomplishments**			
FY22	Course 203 has been reviewed			

Trigger 1	Results from interviews with supervisors and focus groups with HR specialists.			
Barrier(s)	Lack of knowledge on the part of hiring officials and HR specialists.			
Objective(s)	Increase knowledge and use of Schedule A and sources of eligible candidates.			
Responsible Official(s)		**Performance Standards Address the Plan?**		
DASA-CP, DASA-EI, CHRA, and ACS-G1				
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
January 2022	ASA(M&RA) publish memo encouraging use of Schedule A.	Yes		January 2022
February 2022	U.S. Air Force demonstrate Air Force website and portal for individuals to upload resume and schedule A letter.	Yes		February 2022
February 2022	G1 publish letter to the field encouraging use of Schedule A.	Yes		February 2022
March 2022	Brief WRP and Schedule A at the HR CHRA Town Hall and to Civilian Aides to SECARMY.	Yes		March 2022
September 2023	CIP Task A-2.7. Establish policies and programs that ensure early consideration and increased use of Schedule A hiring authority, Schedule A repository, Workforce Recruitment Program, and other sources to hire qualified candidates expeditiously.	Yes		
September 2023	Review USA Staffing Agency Talent Portal capabilities.	Yes		
Fiscal Year	**Accomplishments**			
	Noted above in date completed column			

Trigger 1	Absence of 508 compliant information and communication technology, and reports of inability to access information with assistive technology.			
Barrier(s)	Absence of 508 compliant information and communication technology, and reports of inability to access information with assistive technology.			
Objective(s)	Stand up an effective Section 508 and Assistive Technology Program Office.			
Responsible Official(s)		**Performance Standards Address the Plan?**		
DoD Chief Information Office (CIO)				
Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding (Yes or No)**	**Modified Date (mm/dd/yyyy)**	**Completion Date (mm/dd/yyyy)**
December 2021	DASA-EI provide CIO resource information and contacts to assist.	Yes		December 2021
March 2022	Propose DEI Council address the issue and draft information paper.	Yes		March 2021
September 2022	CIO request personnel authorizations.		October 2022	October 2022
February 2023	Develop and post to the Army public-facing webpage, a comprehensive Accessibility Statement, including the provisions of the Architectural Barriers Act and the Rehabilitation Act.	Yes		February 2023
February 2023	CIO assign staff to the mission.	No	September 2023	
February 2023	Request CIP Task E-1.8 be redefined separating out the major outcomes into new task.	Yes		February 2023
September 2023	CIO develop execution plan w/milestones.	Yes		
Fiscal Year	**Accomplishments**			
	Noted update under Completion Date Column			

Trigger 1	Interim guidance needs to be included in the regulation and untimely processing of reasonable accommodation requests.
Barrier(s)	Insufficient guidance on reasonable accommodations and personal assistance services.
Objective(s)	Revise AR 690-12, App C to update reasonable accommodations for disability and for sincerely held religious beliefs, and PAS procedures.

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

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
May 2023	Conduct research and clarify policy on release of medical information.	Yes	May 2023	
September 2023	Canvas EEO community for input to revision and review history of queries from the field to inform revision.	No		
September 2023	Review previous revision proposals.	No		

Fiscal Year	Accomplishments
FY22	Conducted research and vetted with EEOC Senior Attorney, selected Army command EEO offices, and Army OTJAG.
FY22	Continued to increase the percentage of veterans in the workforce, achieving 55%. Of that population, 84% have disabilities, and 50% are rated at 30% or more disability. Regarding the total Army civilian workforce, veterans with disabilities are at 46%, and those rated at 30% or more disabled are at 27%.
FY22	DA initiated action and collaborated with Department of the Air Force, Department of the Navy, and DFAS to encourage civilian employees to update their disability status by adding verbiage to the leave and earning statement for all federal employees serviced by DFAS as follows: "Things change! Verify your disability status in MyBiz. Your information is protected under the Privacy Act. This data is only used to track and assess the hiring and advancement efforts of individual with disabilities." Accurate disability information is necessary to measure progress toward objectives to be a model employer of individuals with disabilities.
FY22	Developed a performance work statement and contract for PAS for one Army command and awarded the contract in July 2022. A PAS guide with templates for PAS contracts will be developed as a reference for other Army commands.
FY22	Contracted with RAND to conduct barrier analysis to identify root causes to entry, advancement, and retention of individuals with disabilities, women, and people of color in the Army civilian workforce and develop recommendations to address identified barriers.
FY22	Completed the DOL WRP survey and met with DOL and DMOC to discuss necessary improvements to make WRP a more viable resource. One key improvement recommended was to add a job board similar to one the Peace Corps has, where DA and other agencies can post information on vacancies and events to enable WRP candidates to reach out to DA and other organizations regarding specifics posted on the job board.
FY22	Army conducted an assessment in accordance with the National Security Memorandum, Revitalizing America's Foreign Policy and National Security Workforce, Institutions and Partnerships. The assessment identified a robust, effective RA program as high impact action, and identified electronic and information technology accessibility as a challenge.
FY22	In accordance with the requirements of Executive Order 14035, Army conducted a survey to assess the degree to which DEIA promising practices are implemented across the Department of the Army. The survey will inform the government-wide strategic plan on advancing EEO and DEIA.

FY22	In accordance with the requirement of Executive Order 14035, Army conducted a preliminary assessment of the current state of DEIA in the Department of the Army human resources practices and workforce composition. These efforts augment the annual assessment accomplished in multiple forms (EEOC MD 715, Federal Equal Opportunity Recruitment Program, Disabled Veteran Affirmative Action Program). The assessment highlights the criticality of collaboration between DEIA and EEO professionals and the Human Resources (HR) professionals responsible for outreach, recruitment, hiring, development, and retention of a diverse workforce. Similarly, the assessment underscores the criticality of adequate resources to conduct barrier analysis and data analysis.
FY22	Reduced the processing time of Section 504 and Architectural Barriers Act complaints from 37 months to 7 months, revised procedures resulted in expeditious and effective resolution of complaints and provides systemic solutions addressing root causes of accessibility challenges.
FY22	Enhanced the RA tracking tool to track processing time more accurately and to capture information regarding various types of RA to include those related to COVID-19, and to include requests based on seriously held religious beliefs, practices, and observances.
FY22	DA collaborated with Navy and Air Force to initiate a proposal to OPM that OPM make the USA Staffing Agency Talent Portal (ATP) available to use as a Schedule A eligible repository. The full potential is yet to be developed but once developed, this has the potential to eliminate the need for costly, less effective, and tedious agency-specific Schedule A repositories currently in use at Army, Air Force, and Navy.
FY22	EEO and HR continued as strategic partners in the development of the CIP 2022, incorporating tasks to address aspects of a Model EEO Program as outlined by EEOC MD-715. The CIP includes objectives to improve accessibility of information and communication technology, barrier analysis; and marketing, outreach, recruitment, increased use of Schedule A for individuals with disabilities (IWD) and hiring and development of IWD who have the skills and qualifications for Army civilian jobs.
FY22	DA's proposal to DoD DMOC was accepted and as a result, a greater number of individuals are recognized by the SECDEF Disability Award Program. Nominations are no longer limited to one military member and one civilian employee. In FY 22, five DA civilian employees and one military member were recipients of the award.
FY22	Provided training on Special Emphasis Programs and Employee Resource Groups, presented by an expert from the U.S. Patent and Trademark Office.
FY22	Provided central funding for EEOC Barrier Analysis training.
FY22	20 Army DPMs attended the Disability Program Manager's Course at the Defense Equal Opportunity Management Institute.

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

> Insufficient staffing of disability program management throughout the Army at all levels.

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

> Progress is being made and when actions are complete, the increased use of Schedule A hiring, appropriate and timely implementation of RA and PAS procedures, effective data analytics, and increased accessibility of information and communication technology will result in improved outreach, recruitment, hiring, development, advancement, and retention of individuals with disability, and improve diversity and inclusion.

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

> Army has strengthened the partnership between the HR and EEO communities and integrated EEO and DEIA into human capital management planning via the CIP.

APPENDIX A: DATA ANALYSES

Total Workforce Data Analysis Summary

The Agency's FY22 total workforce breakdown of gender[3] based on race/ethnicity highlights a trigger[4] between employees who identify as male versus female. The male total workforce was overrepresented above the NCLF benchmark of 51.80% at 65.23%. Whereas the female workforce participation rate represented below the NCLF benchmark of 48.20% at 34.76%. Females demonstrated a significant loss from FY21 to FY22 (net change of -21.71%) compared to the male participation rate which decreased by -8.21%. Permanent female employees separated from the Agency at a much higher rate than males during FY22, but it is important to note that permanent White females separated from the agency at -23.47%, which is -12.31% below the NCLF. While the females who identify as Hispanic, Asian, Native Hawaiian or Other Pacific Islander, and American Indian and Alaskan Native make up a smaller portion of the Army's workforce, they separated at a significantly higher rate. The total workforce separation rate for the female categories by race/ethnicity for the Hispanic, Asian, Native Hawaiian or Other Pacific Islander, and American Indian and Alaskan Native were the following (respectively): -26.93%, -30.55%, -33.08%, and -22.72%. As a result, the female workforce was impacted at a greater rate. Female participation for the Army falls below the CLF by 12.24% while male participation is inverse to females but exceed the CLF benchmark by 12.24%. See Table 8 below.

Total Workforce % by Gender

Females	Female CLF	Males	Male CLF
35.92%	48.16%	64.08%	51.84%

Table 8 Total Workforce Percentage by Gender

Sources: Gender: Defense Civilian Personnel Data System, CLF: U.S. Census Bureau

The current trend for the female workforce has shown a moderate decline over the last 8 years except for FY21. The female workforce participation continues to show a decline in participation for FY22 at a rate of 0.62% while the male participation increases at 0.7% per fiscal year. See Table 9 on the next page.

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[3] The term Gender is highlighted throughout the report as the biological assignment at birth versus the gender that may be reported.

[4] According to EEOC, a low participation rate for any group (in relation to a benchmark) is a "trigger" — EEOC defines a "trigger" as "a trend, disparity, or anomaly that suggests the need for further inquiry into a particular policy, practice, procedure, or condition" to determine if there are barriers to equal employment opportunity. In other words, low participation (or representation) of a group in certain occupations, or among employees receiving promotions, awards, etc., may indicate that there is an agency policy or practice that limits the full participation of that group. A trigger does not by itself demonstrate a barrier to equal opportunity; it indicates an area to be monitored or further analyzed. EEOC does not prescribe tests of statistical significance or other statistical tests to determine "underrepresentation," leaving it instead to agencies to determine their level of tolerance. EEOC, Instructions to Federal Agencies for EEO MD-715, "Section II: Barrier Identification and Elimination," accessed at <Instructions to Federal Agencies for EEO MD-715 | U.S. Equal Employment Opportunity Commission (eeoc.gov)>.

Army 8-Year Trend by Gender Compared to CLF

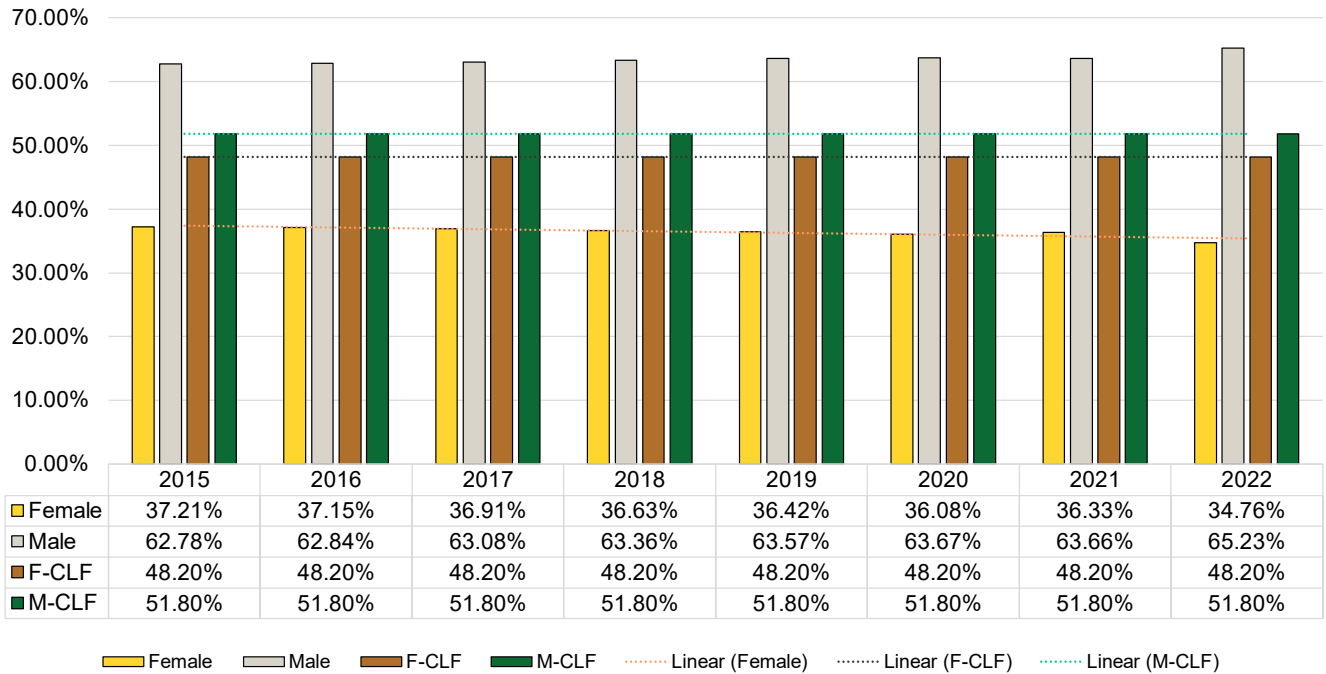

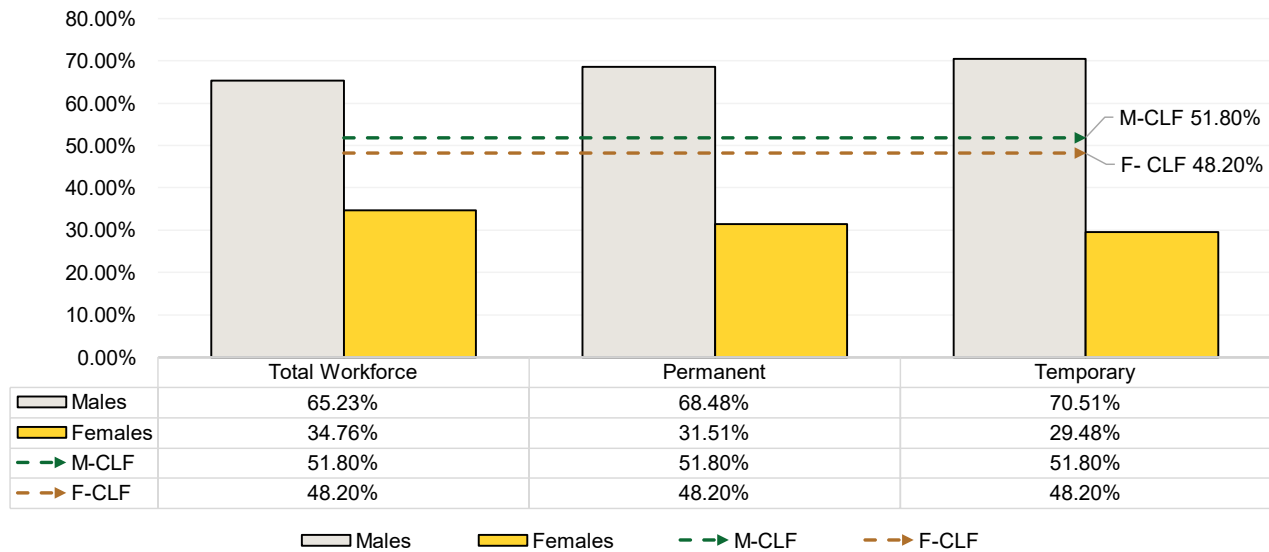|	2015	2016	2017	2018	2019	2020	2021	2022
Female	37.21%	37.15%	36.91%	36.63%	36.42%	36.08%	36.33%	34.76%
Male	62.78%	62.84%	63.08%	63.36%	63.57%	63.67%	63.66%	65.23%
F-CLF	48.20%	48.20%	48.20%	48.20%	48.20%	48.20%	48.20%	48.20%
M-CLF	51.80%	51.80%	51.80%	51.80%	51.80%	51.80%	51.80%	51.80%

Table 9 Army 8-Year Trend by Gender Compared to CLF

Sources: Gender: Defense Civilian Personnel Data System
CLF: U.S. Census Bureau

The Army workforce graphic summarizes the agency's raw data following EEOC A1 table guidelines to view the total workforce by gender, new hires, and separations. See Tables 10 and 11 below.

Army Workforce by Gender

	Total Workforce	Permanent	Temporary
Males	65.23%	68.48%	70.51%
Females	34.76%	31.51%	29.48%
M-CLF	51.80%	51.80%	51.80%
F-CLF	48.20%	48.20%	48.20%

Total Workforce % by Gender				Permanent Workforce % by Gender				Temporary Workforce % by Gender			
Females	Female CLF	Males	Male CLF	Females	Female CLF	Males	Male CLF	Females	Female CLF	Males	Male CLF
34.76%	48.20%	65.23%	51.80%	31.51%	48.20%	68.48%	51.80%	29.48%	48.20%	70.51%	51.80%

Table 10 Army Workforce by Gender

Army Workforce Separations by Gender

	Removals	Resignations	Retirement	Other Separations
▢ Females	33.33%	41.20%	32.12%	65.49%
▢ Males	66.67%	58.80%	67.88%	35.51%
– – ▶ F-CLF	48.20%	48.20%	48.20%	48.20%
– – ▶ M-CLF	51.80%	51.80%	51.80%	51.80%

Table 11 Army Workforce Separations by Gender

Sources for Tables 10 and 11: Gender: Defense Civilian Personnel Data System CLF: U.S. Census Bureau: USA Staffing

Individuals with Disabilities

The Army has made progress in achieving Federal goals for the employment of IWDs over the past three years. Army exceeds the Federal goal for the employment of IWD and IWTD in grades GS-11 and above and meets the goal in grades GS-10 and below. Army meets the goal for the employment of IWTD in both grade groupings. Considering the high number of veterans claiming disability and the high number of civilian employees electing not to identify their disability, Army exceeds the IWD goal beyond what the SF 256 data indicates. See Table12 below.

Army Employees with Disabilities: FY21–FY22

	FY21	FY22	Federal Goal
GS-10 and Below:			
IWD	13.47%	15.92%	**12%**
IWTD	4.0%	5.30%	**2%**
GS-11 and Above:			
IWD	13.62%	16.08%	**12%**
IWTD	3.4%	4.26%	**2%**

Table 12 Army Employees with Disabilities: FY21-22

Source: Army MD-715 Reporter Tool; data as of the last pay period in FY22. Data on IWD and IWTD include individuals who 1) all full-time, permanent non-student employees who identified as having a disability on OPM Standard Form (SF) 256; and 2) full-time, permanent disabled veterans who are classified as "10-Point/Compensable/30 Percent," but who have not claimed a disability on SF 256 (pursuant to 29 CFR Part 1614, §1614.203(d)(6)(ii) (82 Fed. Reg. 680)).

APPENDIX B: DOCUMENTS REQUIRED BY EEOC

EEOC requires agencies to include several documents with their MD-715 report submissions. The required documents are available on the websites identified in the table below:

Mandatory Documents	Website
Organizational Chart	https://www.army.mil/organization/
EEO Policy Statement	https://www.army.mil/armyequityandinclusion#org-resources-reports
Strategic Plan	https://www.army.mil/e2/downloads/rv7/the_army_people_strategy_2019_10_11_signed_final.pdf https://api.army.mil/e2/c/downloads/2022/10/31/fa993f31/signedarmypeoplestrategy-civilianimplementationplanfy23-25-508-wo-annexes.pdf
Anti-Harassment Policy and Procedures	https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN17808_AR690-12_FINAL.pdf
Reasonable Accommodation Procedures	https://www.army.mil/armyequityandinclusion#org-accessibility
Personal Assistance Services Procedures	https://www.army.mil/armyequityandinclusion#org-accessibility
Alternative Dispute Resolution Procedures	https://www.eeoc.gov/federal-sector/federal-sector-alternative-dispute-resolution

Agencies have the option of submitting the documents listed in the following table. In addition, the appendices in this report are not required by EEOC but will be submitted with the MD-715 report as optional documents.

Optional Documents	Description and/or Website
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	https://www.army.mil/armyequityandinclusion#org-accessibility
Diversity and Inclusion Plan under Executive Order 13583	https://www.army.mil/e2/downloads/rv7/the_army_people_strategy_diversity_equity_and_inclusion_annex_2020_09_01_signed_final.pdf
Diversity Policy Statement	https://api.army.mil/e2/c/downloads/2022/10/25/e2f62670/army-deia-policy.pdf
Human Capital Strategic Plan	https://api.army.mil/e2/c/downloads/2022/10/31/fa993f31/signedarmypeoplestrategy-civilianimplementationplanfy23-25-508-wo-annexes.pdf
Army Strategic Plan	https://www.army.mil/e2/downloads/rv7/the_army_people_strategy_2019_10_11_signed_final.pdf

APPENDIX C: DEFINITIONS

The following definitions apply to Management Directive 715:

Applicant: A person who applies for employment.

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

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

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

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

EEO Groups: Members of groups protected under Title VII of the Civil Rights Act and other Federal guidelines. Includes: White Men, White Women, Black Men, Black Women, Hispanic Men, Hispanic Women, Asian Men, Asian Women, Native American Men, Native American Women, and Individuals 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 the EEOC with specific questions about what category might be appropriate for their particular occupations.

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

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

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

National Civilian Labor Force: The labor force includes all non-institutionalized civilians age 16 and over who are either employed or unemployed.

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

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

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

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

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

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

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

Targeted Disabilities: Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are listed on OPM SF 256
https://www.opm.gov/forms/pdf_fill/sf256.pdf

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

Trigger: A trigger does not by itself demonstrate a barrier to equal opportunity; it indicates an area to be monitored or further analyzed.

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

APPENDIX D: THE NINE JOB CATEGORY TITLES

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

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

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

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

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

Craft Workers (skilled) — Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work.

Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

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

weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.

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

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

APPENDIX E: FY21 MISSION CRITICAL OCCUPATIONS

Functional Community	Series	Title	Functional Community	Series	Title
Administrative Support	0341*	Administrative Officer	Law Enforcement	1811	Criminal Investigating
Contracting	1102	Contracting	Logistics	0346	Logistics Management
Cyber	0391	Telecommunications	Logistics	1152*	Production Control
Cyber	1550	Computer Science	Logistics	1670	Equipment Services
Cyber	2210	IT Management	Logistics	2010*	Inventory Management
Education	1701*	General Education & Training	Logistics	2101*	Transportation Specialist
Education	1702*	Education & Training Technician	Logistics	2130	Traffic Management
Education	1710*	Education & Vocational Training	Medical	0180	Psychologist
Education	1712*	Training Instruction	Medical	0185	Licensed Clinical Social Worker
Financial Management	0501	Financial Administration & Program	Medical	0602	Physician
Financial Management	0510	Accounting	Medical	0610	Nurse
Financial Management	0511	Auditing	Medical	0620	Licensed Practical Nurse
Financial Management	0560	Budget Analysis	Medical	0633	Physical Therapist
Foreign Affairs	0130	Foreign Affairs	Medical	0660	Pharmacist
Foreign Affairs	0131	International Relations	Medical	0680*	Dentist
Foreign Affairs	1040*	Language Specialist	Medical	0603	Physican Assistant
Human Resources	0201 (CIV)	Human Resource Management	Public Affairs	1035	Public Affairs
Human Resources	0260*	Equal Employment Opportunity	Quality Assurance	1910	Quality Assurance
Intelligence	0132	Intelligence	Security	0080	Security Administration
Law Enforcement	0083	Police			

Sources: DCPAS Message 2020069, dated June 30, 2020
Mission Critical Occupation Determination and Revalidation Guide

APPENDIX F: DATABASE NOTES

The data for this report reflects the organization as of September 30, 2022. The HR database of record, the Defense Civilian Personnel Data System (DCPDS), was used to obtain the data via BOBI. It is recognized that the HR database contains anomalies that affect data reporting. The variance didn't appear severe enough to affect the calculations.

The Army utilizes the EEO MD-715 reporter to translate the BOBI datasets into tables that displays the workforce demographics distribution, occupational categories, senior pay & general schedule (GS), salary, and disability. NOTE: The EEO MD-715 reporter is currently being moved into a new operating environment and later improved to meet the needs of the Army organizations.

Applicant pool dataset was retrieved from two resources for FY22 for the first time for the Army. These resources are OPM and DoD enterprise-wide domains for analytics and allows the Army to leverage self-service applications for civilian data.

USA Staffing: Serves as a hiring data warehouse on a Cognos Platform from which the Army can analyze applicant flow data via servicing Civilian Personnel Advisory Centers (CPAC) through the enterprise.

Direct reporting of applicant data to the Office of Federal Operations (OFORResearch@eeoc.gov) was required for FY22. This collection differs from the MD-715 reporting but was designed to reduce the administrative burden on organizations. The Office of Personnel Management (OPM/USA Staffing) and Monster Government solutions (MGS) have partnered to streamline the "Annual Report on Agency Applicant Flow (ARAAF) to the EEOC.

The Army Talent Acquisition System (TAS) provider opted-in to provide the data directly to the EEOC with no additional action.

Additionally, Advana collects USA Staffing Applicant Flow Data detail report aligning the Army portfolio using the People Analytics product as part of the enterprise analytics portfolio. FY22 was the first time USA Staffing and Advana were used to report hiring data and to begin the process of understanding some of the insights of how the Army promotes diversity across the enterprise.

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

Because the HR data system has not been retooled to meet MD-715 requirements and OPM has not issued an authorization for the retooling, many data points in the accompanying data tables will not consistently sum to the total Army workforce. This is especially true in the calculations for IWDs. 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.