

# Fiscal Year 2019 Management Directive 715 Annual Equal Employment Opportunity (EEO) Program

Created by: Corps Engineers Diversity & Leadership EEO Program  
United States Army Corps of Engineers

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

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EEOC FORM 715-01 PART A - D			
For period covering October 1, 2018, to September 30, 2019.			
<b>PART A</b> Department or Agency Identifying Information	<b>1. Agency</b>		<b>Department of the Army</b>
	1.a. 2 <sup>nd</sup> level reporting component		U.S. Department of the Army
	1.b. 3 <sup>rd</sup> level reporting component		U.S. Army Corps of Engineers
	1.c. 4 <sup>th</sup> level reporting component		
	<b>2. Address</b>		441 G Street, NW
	<b>3. City, State, Zip Code</b>		Washington D. C. 20314
	<b>4. Agency Code</b>	<b>5. FIPS Code</b>	ARCE
<b>PART B</b> Total Employment	1. Enter total number of permanent workforce		35,265
	2. Enter total number of temporary workforce		850
	3. Enter total number employees paid from non-appropriated funds		0
	<b>TOTAL Workforce [add lines]</b>		<b>36,115</b>
<b>PART C.1</b> Head of Agency and Head of Agency Designee	<b>Agency Leadership</b>		<b>Name &amp; Title</b>
	1. Head of Agency		Secretary of the Army
	2. Head of Agency Designee		LTG Todd T. Semonite, Chief of Engineers, U. S. Army Corps of Engineers
<b>EEO Program Staff</b>		<b>Name, Title, Series, Pay Plan and Grade</b>	
<b>PART C.2</b> Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Principal EEO Director/Official		James J. Braxton, Sr., Chief, CEDL, 0260, GS-15
	2. Affirmative Employment Program Manager		LaShunda T. Dillon, USACE Supervisor, EEO Program Manager, 0260-GS-14
	3. Complaint Processing Program Manager		Gwendolyn Taylor, USACE Complaint Program Manager, 0260, GS-14
	4. Disability Program Manager (SEPM)		Shantrel Stapleton, USACE Disability Program Manager, 0260, GS-14

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<b>EEOC FORM 715-01 PART A - D</b>			
<b>For period covering October 1, 2017, to September 30, 2018.</b>			
<b>PART D</b> List of Subordinate Components Covered in This Report	<b>Subordinate Component and Location (City/State)</b>		<b>Agency and FIPS Codes</b>
	North Atlantic Division, New York, NY		ARCE 5600
	Northwestern Division, Portland, OR		ARCE 6440
	Pacific Ocean Division, Honolulu, HI		ARCE 15003
	Mississippi Valley Division, Vicksburg, MS		ARCE 28149
	South Atlantic Division, Atlanta, GA		ARCE 13121
	South Pacific Division, San Francisco, CA		ARCE 7360
	Southwestern Division, Dallas, TX		ARCE 1920
	Trans-Atlantic Division/ Transatlantic Programs Center, Winchester, VA		ARCE 8840
	Engineer Research and Development Center, Vicksburg, MS		ARCE 28149
	Engineering and Support Center, Huntsville, AL		ARCE 01089
	Great Lakes and Ohio River Division, Cincinnati, OH		ARCE 1604
USACE Finance Center, Millington, TN		ARCE 47157	
Humphreys Engineer Center Support Activity, Alexandria, VA		ARCE 8840	
<b>PART D.2</b> Mandatory and Optional Documents for this Report	<b>Did the agency submit the following documents</b>		<b>Please respond Yes or No</b>
	Organizational Chart		<b>YES</b>
	462 Report		<b>YES</b>
	EEO Policy		<b>YES</b>
	Anti-harassment Policy		<b>YES</b>
	Disabled Veterans Affirmative Action Plan		<b>YES</b>
	FEORP		<b>YES</b>
	Facility Accessibility Surveys		<b>YES</b>

## MD 715 - PART E EXECUTIVE SUMMARY

### Mission

USACE provides vital public engineering services in peace and war to strengthen our Nation's security, energize the economy, and reduce risks from disasters, to include:

- Planning, designing, building and operating water resources, and other civil works projects (navigation, flood control, environmental protection, disaster response);
- Advising the Army leadership on engineering matters and serving as the Army's topographer, proponent for real estate, and other related engineering programs;
- Designing and managing the construction of military facilities for the Army and Air Force (military construction); and,
- Providing design, construction management, and research and development support for USACE, Defense, and other agencies (to include interagency and international services)

### Vision

Engineering solutions for the Nation's toughest challenges.

### **Organization info:**

The United States Army Corps of Engineers (USACE) is made up of approximately 36,115 civilian and 847 (Active Duty and Reservists) military men and women that provide vital public engineering services in peace and war to strengthen our Nation's security, energize the economy, and reduce risks from disasters. The Direct Reporting Unit (DRU) of the Department of the Army consists of nine (9) Divisions, forty-three (43) Districts, nine (9) Centers, and Laboratories, one active-duty unit and two U.S. Army Reserve Theater Engineer Commands. Employees are employed in a myriad of positions, pay plans and grades within and outside of the United States.

USACE has one Personnel Management Demonstration Project, the Engineer Research and Development Center (ERDC), which is one of the first of 8 Army personnel demonstrations to be implemented. Its purpose is to assemble and develop the best workforce to accomplish our mission, to adjust the workforce as missions evolve, and to improve workforce quality by reducing the complexity of the GS classification system and improving the recruitment and employee evaluation processes.

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USACE is the Nation's number one federal provider of outdoor recreation. It owns and operates more than 700 dams, operates and maintains 12,000 miles of commercial inland navigation channels, and maintains 926 coastal, Great Lakes and inland harbors. Additionally, USACE restores, creates, enhances or preserves tens of thousands of acres of wetlands annually under the Corps' Regulatory Program, owns and operates 24 percent of the U. S. hydropower capacity or three (3) percent of the total U.S. electric capacity, and provides technical and construction support to more than 160 countries.

USACE duties include water resource management, nationwide engineering research and development and design, construction management, and other engineering and real estate services worldwide for the Army, Air Force, the Defense and State departments. Other groups USACE performs work for include the Federal Emergency Management Agency, and many other international, national, state and local partners, and stakeholders. It is critical that our diverse workforce of engineers, biologists, geologists, hydrologists, natural resource managers, contract specialists, lock and dam operators, etc. meet the changing demands and mission requirements as a vital part of the United States Army.

The Headquarters USACE web site [www.usace.army.mil/about/Pages/Locations.aspx](http://www.usace.army.mil/about/Pages/Locations.aspx) provides information on its organizations, locations, and USACE employees.

**Data base info:**

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

**Limitations:**

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

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**Workforce Analyses:**

As of September 30, 2019, the USACE's total workforce of 36,115 civilian employees represents a 2.3% increase as compared to 35,280 civilians in FY 2018. The USACE civilian workforce is 68.00% Male and 32.00% Female. The participation rate of Women continues to be less than expected based upon the NCLF of 48.14%. The participation rates of the following groups, by ethnicity and race identification, are also below NCLF: Hispanic Men/Women, White Women, Black or African American Men/Women, Asian Women, and American Indian or Alaskan Native Women.

As of September 30, 2019, the number of Persons with Disabilities (PWDs) in the total workforce was 5108, which represents 14.14% of the total civilian workforce as compared to 7.40% in FY 2018. Of the PWDs, 256 (5.01%) are Persons with Targeted Disabilities (PWTDs). The PWTDs are a subset of those who have a reportable disability. The criteria EEOC used to select the nine disabilities categorized as "targeted disabilities" included the severity of the disability, the feasibility of recruitment, and the availability of workforce data for this group. EEOC is currently using the Federal Goal of 2% as a benchmark as there is no NCLF for PWTDs. The 5.01% participation rate of PWTDs is above the DoD and Federal goal of 2%. For this reporting period, 31,007 (85.85%) of USACE employees have not identified their disability status. The USACE's plan of action to recruit, hire and advance PWTDs is at Part J.

As of September 30, 2019, veterans represented 39.63% (14,315) of the USACE's permanent civilian workforce and disabled veterans represented 27.81% (10,045) of the workforce. There are three categories of disabled veterans: 1) 10-Point/Compensable preference with less than 30% disability; 2) 10-Point Compensable preference with 30 percent or more disability, and 3) 10 percent disability. United States Army Corps Engineers recognizes the need to ensure that disabled veterans are accurately identified to meet the Federal Goal of 2% for IWTDs. Specific actions related to the USACE's efforts are captured in Part I and J of this report.

The Army's workforce is diverse and includes more than 527 occupational series of the approximate 600 occupational series in DoD. The top five major occupations in USACE by most populous series are as follows: 1) Civil Engineering (0810), 2) Gen Natural Resources MGMT and Biological Sciences (0401), 3) Contracting (1102) 4) Engineering Technical (0802) and 5) Miscellaneous Clerk Assistant (0303). The number of civilian employees in the top 5 major occupations total 12,759 which is 35.32% of the total workforce. However, the breakdown of USACE civilian employees in the required EEOC FED9 occupational groups show that 71.81% are classified by the US Census Bureau as "Officials and Managers" or "Professionals". As defined by the EEOC, these are occupations requiring administrative and managerial personnel who develop and implement broad policies such as "Professionals," category that require a college degree. A breakdown of the USACE Civilian workforce in the FED 9 categories is as follows:

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Figure 1 – Workforce FED 9 Categories

FED9 Description	Number of Employees	Percentage
Officials and Managers	8,860	24.53%
Professionals	17,076	47.28%
Technicians	2,049	5.67%
Administrative Support Workers	2,492	6.90%
Craft Workers	3,230	8.94%
Operatives	1,772	4.90%
Service Workers	636	1.76%
Total	36,115	100.00%

The most populous pay plan for USACE civilians is the General Schedule (GS). General Schedule employees comprise 79.19% (28,603) of the total civilian workforce (36,115). The most populous pay plan among Senior Executives is the Executive Schedule (ES) for the Senior Executive Service (SES) employees. Senior Executive Service employees comprise 0.11% (41) of the total workforce.



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Figure 2 – FY 2019 General Schedule (GS) by Ethnicity and Race Identification (ERI) And Grade Grouping

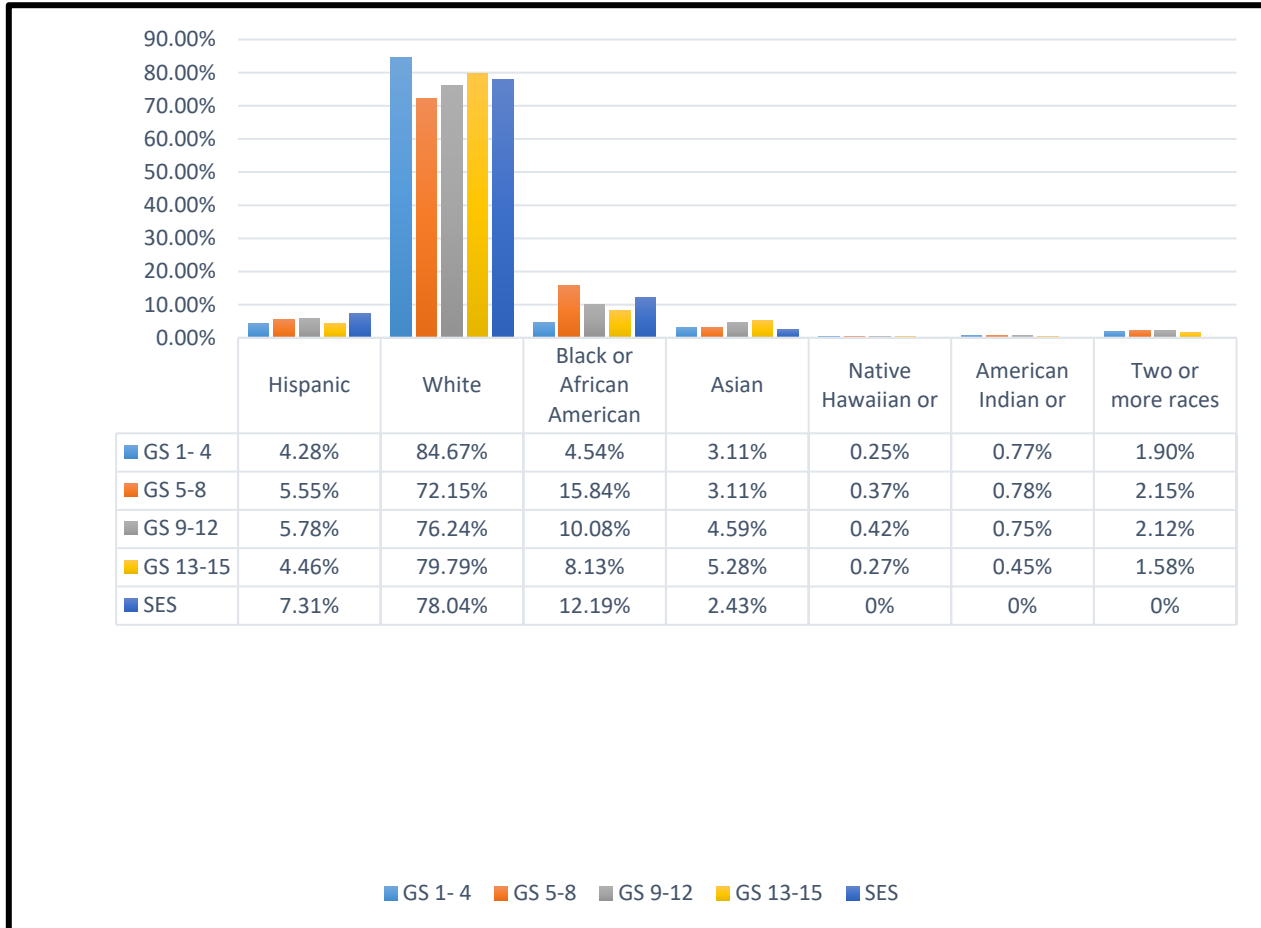


Figure 2 provide a snapshot of GS and ES civilian employees by grade grouping, ethnicity, and race. White male and white female densely populate all grade grouping throughout USACE. Wage Grade and other Pay Plans which make up the remaining 20.81% of that civilian workforce are not captured. With the exception of Whites and Males, there is a consistent decline in the participation rates for all other ethnic, racial, and gender groups beginning at senior grade and leader positions. While the less than expected participation rates of Hispanics exists throughout the federal sector as compared to the NCLF, the USACE’s challenge is to eliminate any barriers to their participation in the higher grades.

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

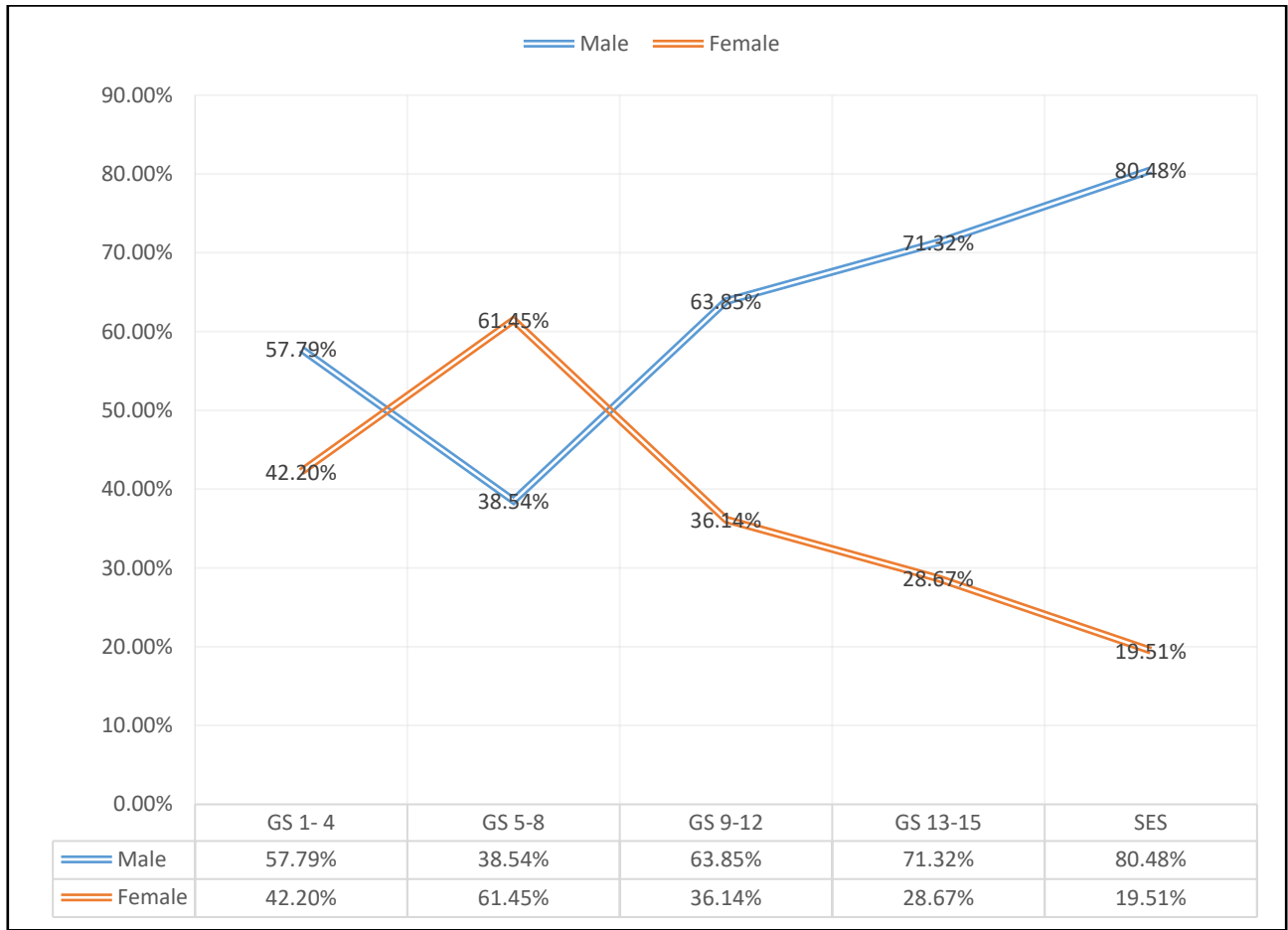


Figure 3 provide a snapshot of GS and ES civilian employees by grade grouping and gender. Wage Grade and other Pay Plans which make up the remaining 20.81% of the civilian workforce are not captured. With the exception of Whites and Males, there is a consistent decline in the participation rates for all other ethnic, racial, and gender groups beginning at senior grade and leader positions. There is less than expected participation rate of Women that exists throughout the federal sector as compared to the NCLF.

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**Mission-Critical Occupations:** A total of 15,949 employees fall into USACE Mission Critical Occupations Series (i.e., 0401, 0802, 0809, 0810, 0830, 0850, 1102, 1170, and 5426). Of the 15,949 employees, 12,017 (75.34%) are Men and 3,932 (24.65%) are Women.

**Awards:** The most common received award was the Quality Step Increase. Of the 48,481 awards, 55.73% (27,021) represented Performance Awards. The data revealed 65.90% (31,953) of all types of awards were awarded to male employees, 34.10% (16,528) were awarded to female employees. Of the 48,481 awards given, 23.88% (11582) were On the Spot Cash Awards. Of the 27,021 Performance Awards, 10.62% (2872) Persons with a Disability received a Performance Award.

**Essential Element A - F:**

Form G summary

<u>Form G Element</u>	<u>Number of Deficiencies this year</u>	<u>Number of deficiencies last year</u>	<u>Number increase/decrease</u>
<u>A</u>	<u>2</u>	<u>2</u>	<u>0</u>
<u>B</u>	<u>5</u>	<u>5</u>	<u>0</u>
<u>C</u>	<u>3</u>	<u>4</u>	<u>-1</u>
<u>D</u>	<u>0</u>	<u>1</u>	<u>-1</u>
<u>E</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>F</u>	<u>0</u>	<u>0</u>	<u>0</u>

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**Element A.** Demonstrated Commitment from Agency Leadership

Strengths.

USACE leadership is committed to incorporating and integrating the principles of equal employment opportunity (EEO). The Chief of Engineers reaffirms EEO for all employees and applicants for employment regardless of race, religion, color, sex, national origin, age, or disability and ensures all employees are able to compete on a fair and level playing field with equal opportunity for competition. Policy development, training and strategic communication of the USACE's Diversity Strategy and the execution of a plan linked with the model EEO Program six essential elements for a broader application of diversity are recognized.

Throughout USACE, EEO staff members have made EEO information readily available to all employees and applicants for employment. Flyers have been created informing individuals of the availability, time frames for filing a discrimination complaint, and remedial procedures available in the EEO complaint process. Information is posted throughout all organizations and information can be found on their local intranet.

Deficiencies.

Several Districts/Centers/Labs EEO Offices do not 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 (reference Part H)

Several Districts/Centers/Labs EEO Offices do not provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity (reference Part H)

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

Strengths.

The USACE Command EEO program is aligned in accordance with 29 Code of Federal Regulations Part 1614. USACE is committed to having a diverse workforce. To expand outreach efforts to underrepresented populations, USACE will continue its long-term partnerships with professional organizations such as the Hispanic Engineer National Achievement Awards Corporation/Great Minds in STEM, Black Engineer of the Year Award, the Society of Women in Engineering, American Indian Science and Engineering Society, Advancing Minorities' Interest in Engineering, Society of Hispanic Professional Engineers, and Women of Color. USACE has outreach efforts at the Division and District level with colleges and universities and participates in job fairs that enable recruiting successes.

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USACE has partnerships with nearly 100 colleges and universities, many of which are Historically Black Colleges and Universities (HBCUs) or Hispanic/Minority Serving Institutions (HSI/MSIs). Diversity outreach at the division and district levels consists of speaking engagements at the schools, university career fairs, and hosting university students and faculty at USACE project sites. USACE was once again recognized in 2018 by US Black Engineer and Information Technology (USBE&IT) magazine as a TOP Supporter of Historically Black Colleges and Universities (HBCUs) Engineering Programs.

Additional outreach systems include the use of non-competitive Schedule "A" appointment authorities for people with disabilities and disabled veterans. Specific programs available to USACE to help in the identification of highly skilled individuals with disabilities are the Department of Labor/Department of Defense Workforce Recruitment Program (WRP) and the DoD Wounded Warrior (WW) program.

Applicant Flow Data: In FY 2019, the Headquarters Department of the Army, Office of Diversity and Leadership provided Applicant Flow data for USACE distribution of applicants applied/referred/selected. The applicant flow data clearly outlines the organization efforts to hire and retain a diverse workforce. This data affords the opportunity to measure inclusion and is a key focal point to the implementation of organizational human capital goals.

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

Deficiencies.

The EEO Director does not report to the agency head and there is no appointed agency head designee.

Several Districts/Centers/Labs EEO program officials did not 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 (reference Part H).

Several Districts/Centers/Labs senior managers were not involved in the implementation of Special Emphasis Programs (reference Part H).

Several Districts/Centers/Labs senior managers did not participate in the barrier analysis process (reference Part H).

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Several Districts/Centers/Labs senior managers did not successfully implement EEO Action Plans and incorporate the EEO Action Plan objectives into commands strategic plans (reference Part H).

The USACE current strategic plan does not reference EEO/diversity and inclusion principles.

**Element C. Management and Program Accountability**

Strengths.

USACE EEO practitioners review each finding of discrimination. USACE tracks these decisions and reports trends, issues and problems to their command's leadership for appropriate action. USACE EEO practitioners have ensured compliance with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority, if applicable.

Deficiencies.

USACE has not established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]

Several Districts/Centers/Labs do not regularly assess its component and field offices on their efforts to remove barriers from the workplace (reference Part H)

Several Districts/Centers/Labs did not established procedures for processing requests of personal assistance services in compliance with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards (reference Part H)

Several Districts/Centers/Labs did not post their procedures for processing requests for Personal Assistance Services on their public websites (reference Part H)

Several Districts/Centers/Labs stakeholders did not assist in preparing the their MD-715 report (reference Part H)

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**Element D.** Proactive Prevention of Unlawful Discrimination

Strengths.

The USACE EEO Communities of Practice established a Barrier Analysis Working Group (BAWG) as a platform to build strategic partnerships with all stakeholders and a continuous effort to institutionalize the barrier analysis process. The Chief, Office of Diversity and Leadership leads the effort and continues to communicate with senior leaders to ensure Diversity, EEO, EO, and SHARP are in compliance and are supported throughout the enterprise.

Staff Assistance Visits: During FY 2019, USACE EEO Managers conducted (10) staff assistance visit (EEO Program Inspections) evaluating and assessing EEO programs. USACE Districts/Centers/Labs are complying with Title VII, the Rehabilitation Act, and other EEOC, Department of the Army, and USACE regulations to effectively manage/achieve Model EEO Program Status.

Deficiencies. N/A.

**Element E.** Efficiency

Strengths.

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

Deficiencies. N/A.

**Element F.** Responsiveness and Legal Compliance

Strengths.

USACE EEO offices remain in compliance with EEOC laws and regulations, policies guidance, and other written instructions. EEO offices have ensured prompt processing all forms of ordered relief. USACE Districts/Centers/Labs Acceptance and dismissal letters of complaints are coordinated with respective Command Labor Counselors as prescribed by Army Regulation (AR) 690-600.

All employees are expected to abide by USACE's anti-harassment policy, contribute to a work environment that is free from harassment and promptly report any incidents of harassment. All employees are expected to promptly report any suspected

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reprisal/retaliation for making or participating in an inquiry into potential violations of the anti-harassment policy, or opposing unlawful discrimination or harassment.

Deficiencies. N/A

**Accomplishments and Noteworthy Activities:**

Disabled Veteran Affirmative Action Plan (DVAAP):

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

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

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

The USACE's Civilian workforce at the end of this reporting period consisted of 36,115 personnel (permanent and temporary). A total of 14,365 (40%) are veterans and a total of 10,045 (28%) veterans reported having a disability and 4,523 (13%) veterans reported 30% or more disabled. USACE's initiative to increase the availability and access to employment of our disabled Veterans is assisted by the annual enterprise barrier analysis and collaboration with Human Resources and the Civilian Personnel Advisory Center (CPAC) to ensure data entry is accurate.



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**Workforce Recruitment Program (WRP):** During FY 2019, the USACE hired 5 students. The WRP is a recruitment and referral program that connects federal sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to demonstrate their abilities in the workplace through summer or permanent jobs.

**Diversity Award Winners:** In FY 2019, the USACE had several diversity award winners in the following categories:

- **Black Engineer of the Year Award (BEYA):**
  - Professional Achievement: Colonel Jason Kelly, Commander Norfolk District
  - Most Promising Engineer in Government: Mr. Thomas West, Geotechnical Engineer
  - Modern Day Technology Leader (6): Awards to be presented at the Modern-Day Technology USACE Recipients
  - MAJ Jordon Davis, Deputy Commander (MVN)
  - Ms. Brittany Kendrick, Civil Engineer (NAN)
  - Mr. Askelon Parker, Architect (NWO)
  - Mr. Bradford Steed, Supervisory Research Civil Engineer, (ERD-GSM)
  - Ms. Sarah Sullivan, Sexual Assault Response Coordinator (HQ-CEDL, USACE)
  - MAJ French Pope, Operations Officer (Prime Power School)
  
- **Hispanic Engineer National Achievement Awards Corporation (HENAAC):**
  - Outstanding Technical Achievement
  - Mr. Henry Diaz-Alvarez
  - STEM Military Heroes
  - Ms. Edith Martinez-Guerra, Ph.D
  - Mr. Wilmel Varela-Ortiz, P.E.
  
- **Women of Color:**
  - Technology All-Star
  - Ms. Danita Jones Nashville District
  - Ms. Kebeck Rosario Savannah District
  - Ms. Lucy Soto Jacksonville District
  - Ms. Tasha WrightGarrick HQ's USACE
  - Ms. Angela White HQ's USACE

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**2019 CEDL Enterprise Governance Meeting:** The Office of Diversity and Leadership (CEDL) conducted its 2019 Enterprise Governance Meeting in New Orleans, LA on 24-28 June 2019. The purpose was to review the directorate's strategic framework, outline specific operations and guidelines for enterprise employees, and to identify internal business policies and processes. The following were End State/Take-Away, topics covered and guest speaker:

**End State/Take-Away:**

- A clear understanding of CEDL's priorities, objectives, and the way ahead.
- Clarity as to how CEDL's four programs align to comprehensively maximize capabilities and support mission readiness.
- Identify products, processes, and battle rhythm to support future operations and emerging requirements.
- Establish the FY20 critical objectives, milestones, timeliness, and strategic approach.

**Topics:**

- State of CEDL
- FY19 CEDL Objectives
- EEO Program Objectives/Accomplishments
- D & O Objectives/Accomplishments
- EO Objectives/Accomplishments
- SHARP Objectives/Accomplishments
- CEDL "WAY FORWARD"

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

**USACE EEO COP's Accomplishments and Noteworthy Activities:**

**Accomplishments:**

- Best practices that show success or improvement in employment, retention programs, and promotion opportunities.
- Strategies to strengthen pipelines and improve retention and upward mobility for special emphasis groups.
- Accomplishments reported on Parts H, I, and J.

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**Complaints processing summary (processed by):**

The USACE Report is a roll up of data submitted by the Districts Servicing EEO Offices. As of 30 September 2019, enterprise-wide there were 104 USACE EEO careerists that processed **247 complaints army-wide at the cost of \$1,706,490, and of that number 16 were Formal complaints at a cost of \$1,401,619.** There were a total of 149 formal complaints filed against USACE in FY 2019 which is one less than the 150 formal complaints filed in FY 2018. Since FY2016 the number of formal complaints filed has decreased by 25 complaints and seems to be trending downward. The number of pre-complaints filed decreased from 267 (FY18) to 247 (FY19). The overall number of employees exercising their right to file a complaint continues to be very low, at 0.68% for pre-complaints and formal complaints 0.41% with USACE workforce at 36,115. The top issues and bases are captured below.

Figure 5. Top Issues and Bases of Formal Complaints Filed in FY 2019

Top Issues	# of Complaints	# of Complainants	% of Complaints
Harassment (Non-Sexual and Sexual)	72	48	48.32%
Promotion/Non-Selection	32	19	21.48%
Disciplinary Actions	25	20	16.78%
Reasonable Accommodations	12	10	8.05%
Terminations	12	8	8.05%

Top Bases	# of Complaints	# of Complainants	% of Complaints
Reprisal	74	54	49.66%
Disability (M & P)	58	29	29.53%
Race	50	24	39.92%
Age	44	43	33.56%
Sex (M & F)	43	32	28.86%

There was no change in the number of findings against USACE; two findings of discrimination were found in FY 19 compared to two findings in FY 2018. The findings were the result of a decision issued by an EEOC Administrative Judge (AJ) and a finding that was issued by an ARMY decision (FAD) based on its the merits. Of the 481 open EEO complaints, 124 were closed during FY 19. Overall, findings of discrimination accounted for only 1.61% of all formal FY 2019 closures. The issues in the findings continue to be varied and without any identifiable trend or commonality. The USACE will monitor findings in FY 2020 to determine if the increase is an anomaly or requires further examination.

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Although, the timeline for the completion of investigations is 180 days, USACE still needs improvement to achieve our goal. During FY19 104 investigations were completed, with an average of 216.14 calendar days, an increase from 215.96 calendar days in FY18. However, the average days taken to issue Department of the Army Final Agency Decisions (FADs) without an Administrative Judge’s decision is 60 days. Headquarters Department of the Army, Equity and Inclusion Agency is trending upward from an average of 562.48 days to issues FADs in FY 2019, significantly higher than the 364.79 average calendar days in FY18. The planned activities to reduce processing times for both FADs and investigations in FY 2019 are being addressed by Headquarters Department of the Army, Equity and Inclusion Agency.

<u>Total inventory (462)</u>	<u>Median informal days *</u>	<u>Median Formal days</u>	<u>Number of formals beyond 180 days</u>	<u>Number of formals accepted or dismissed</u>	<u>Number of formals remanded</u>	<u>Number of ADR offered</u>	<u>Number of ADR conducted</u>
481	27	16	2	15	2	247	64

**Strategy for next FY:**

The overarching strategy for FY 2020 is to continue USACE’s efforts to strengthen staff and command relationships through aggressive outreach, training and education. The following strategic objectives will result in continued progress for establishing and maintaining a “Model EEO Program”:

Collaborate with key stakeholders in support of Civilian Workforce Transformation initiatives with the ultimate goal of achieving greater diversity at all levels and developing senior civilians into enterprise leaders

The Office of Diversity and Leadership will focus on building strategic partnerships for an effective barrier analysis through training, education, and collaboration with key stakeholders.

The USACE will develop a marketing tool to ensure that the Army’s Anti-Harassment Program and training requirements are communicated throughout the enterprise to both military and civilian personnel regardless of supervisory or military status.

Competency assessment and management of Career Program 28 will continue to be a primary focus during FY 2020 as well as ensuring ongoing professional development of EEO and diversity practitioners.

The USACE will engage in a robust effort to re-survey the workforce to ensure that civilian workforce demographics are accurately captured for EEO statistical reporting.

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**715 - PART F**  
**CERTIFICATION of ESTABLISHMENT of CONTINUING**  
**EQUAL EMPLOYMENT PROGRAMS**

I, Tracy Chesley, Acting Chief of Diversity and Leadership, GS-0260-14 am the Principal EEO Director/Official for: U.S. Army Corps of Engineers.

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

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

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

\_\_\_\_\_  
TRACY CHESLEY  
Acting Chief, Office of Diversity and Leadership  
Principal EEO Director/Official  
Certifies that this Federal Agency Annual EEO Program  
Status Report is in compliance with EEO MD-715.

\_\_\_\_\_  
Date





\_\_\_\_\_  
TODD T. SEMONITE  
Lieutenant General, USA  
Commanding  
Signature of Agency Head or Agency Head Designee

\_\_\_\_\_  
Date

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**715 - PART G**  
**Agency Self-Assessment Checklist**

<b>Essential Element A: Demonstrated Commitment From agency Leadership</b> <b>This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.</b>			
 <b>Compliance Indicator</b>	<b>A.1 - The agency issues an effective, up-to-date EEO policy statement.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b>
 <b>Measures</b>			A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>A.1.a</b>	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	No	
<b>A.1.b</b>	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	Yes	
 <b>Compliance Indicator</b>	<b>A.2 - The agency has communicated EEO policies and procedures to all employees.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b>
 <b>Measures</b>			A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>A.2.a</b>	Does the agency disseminate the following policies and procedures to all employees:		
<b>A.2.a.1</b>	Anti-harassment policy? [see MD 715, II(A)]	Yes	
<b>A.2.a.2</b>	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
<b>A.2.b</b>	Does the agency prominently post the following information throughout the workplace and on its public website:	Yes	
<b>A.2.b.1</b>	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	
<b>A.2.b.2</b>	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	



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<b>A.2.b.3</b>	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	
<b>A.2.c</b>	Does the agency inform its employees about the following topics:	Yes	
<b>A.2.c.1</b>	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	Yes	
<b>A.2.c.2</b>	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	Yes	Annually
<b>A.2.c.3</b>	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	Yes	Annually
<b>A.2.c.4</b>	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	Yes	Annually
<b>A.2.c.5</b>	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	Yes	
 <b>Compliance Indicator</b>	<b>A.3 - The agency assesses and ensures EEO principles are part of its culture.</b>	<b>Measure Met?</b>  <b>(Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			
<b>A.3.a</b>	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.	No	
<b>A.3.b</b>	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes	
<b>Essential Element B: Integration of EEO into the agency's Strategic Mission</b> <b>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>			
 <b>Compliance Indicator</b>	<b>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.</b>	<b>Measure Met?</b>  <b>(Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			

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<b>B.1.a</b>	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	No	
<b>B.1.a.1</b>	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	Yes	
<b>B.1.a.2</b>	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
<b>B.1.b</b>	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	
<b>B.1.c</b>	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	Yes	
<b>B.1.d</b>	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.2 - The EEO Director controls all aspects of the EEO program.</b>	<b>Measure Met? (Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>B.2.a</b>	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
<b>B.2.b</b>	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
<b>B.2.c</b>	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	



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<b>B.2.d</b>	Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	<b>HQ Army EEOCCR is responsible for overseeing the timely issuing of final agency decisions.</b>
<b>B.2.e</b>	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
<b>B.2.f</b>	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
<b>B.2.g</b>	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes	
 <b>Compliance Indicator</b>   <b>Measures</b>	<b>B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.</b>	<b>Measure Met? (Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>B.3.a</b>	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	
<b>B.3.b</b>	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	Yes	
 <b>Compliance Indicator</b>   <b>Measures</b>	<b>B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.</b>	<b>Measure Met? (Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>B.4.a</b>	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
<b>B.4.a.1</b>	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes	





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<b>B.4.a.2</b>	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	
<b>B.4.a.3</b>	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) - (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	
<b>B.4.a.4</b>	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes	
<b>B.4.a.5</b>	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	Yes	
<b>B.4.a.6</b>	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
<b>B.4.a.7</b>	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes	
<b>B.4.a.8</b>	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes	
<b>B.4.a.9</b>	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I]; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
<b>B.4.a.10</b>	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
<b>B.4.a.11</b>	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
<b>B.4.b</b>	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes	

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<b>B.4.c</b>	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
<b>B.4.d</b>	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>B.4.e</b>	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	
 <b>Compliance Indicator</b>	<b>B.5 - The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.</b>	<b>Measure Met?</b>  <b>(Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			
<b>B.5.a</b>	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>B.5.a.1</b>	EEO Complaint Process? [see MD-715(II)(B)]	Yes	
<b>B.5.a.2</b>	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	
<b>B.5.a.3</b>	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	
<b>B.5.a.4</b>	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes	
<b>B.5.a.5</b>	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes	
 <b>Compliance Indicator</b>	<b>B.6 - The agency involves managers in the implementation of its EEO program.</b>	<b>Measure Met?</b>  <b>(Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			
<b>B.6.a</b>	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	No	

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<b>B.6.b</b>	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	No	
<b>B.6.c</b>	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	No	
<b>B.6.d</b>	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)]	No	

**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.**

 <b>Compliance Indicator</b>   <b>Measures</b>		<b>Measure Met?</b>  <b>(Yes/No)</b>	<b>Comments</b>
	<b>C.1 - The agency conducts regular internal audits of its component and field offices.</b>		A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>C.1.a</b>	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	Yes	
<b>C.1.b</b>	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	No	Agency have not submitted a schedule for conducting audits.
<b>C.1.c</b>	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	Yes	
	<b>C.2 - The agency has established procedures to prevent all forms of EEO discrimination.</b>		A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>C.2.a</b>	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	



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<b>C.2.a.1</b>	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
<b>C.2.a.2</b>	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	No	The Agency do not have an Anti-Harassment Coordinator.
<b>C.2.a.3</b>	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
<b>C.2.a.4</b>	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes	
<b>C.2.a.5</b>	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes	
<b>C.2.a.6</b>	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes	
<b>C.2.b</b>	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes	
<b>C.2.b.1</b>	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes	
<b>C.2.b.2</b>	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
<b>C.2.b.3</b>	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	



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<b>C.2.b.4</b>	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes	
<b>C.2.b.5</b>	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	Yes	
<b>C.2.c</b>	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes	
<b>C.2.c.1</b>	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	Yes	
 <b>Compliance Indicator</b>   <b>Measures</b>	<b>C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.</b>	<b>Measure Met? (Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>C.3.a</b>	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	
<b>C.3.b</b>	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
<b>C.3.b.1</b>	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes	
<b>C.3.b.2</b>	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes	
<b>C.3.b.3</b>	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
<b>C.3.b.4</b>	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills	Yes	




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	to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]		
<b>C.3.b.5</b>	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	
<b>C.3.b.6</b>	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
<b>C.3.b.7</b>	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	
<b>C.3.b.8</b>	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
<b>C.3.b.9</b>	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes	
<b>C.3.c</b>	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes	
<b>C.3.d</b>	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.4 - The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>C.4.a</b>	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes	
<b>C.4.b</b>	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes	
<b>C.4.c</b>	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for	Yes	

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






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<b>Measures</b>			
<b>C.6.a</b>	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	Yes	
<b>C.6.b</b>	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	
<b>Essential Element D: Proactive Prevention</b>			
<b>This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.</b>			
	<b>D.1 - The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.</b>	<b>Measure Met?</b>	<b>Comments</b>
<b>Compliance Indicator</b>		<b>(Yes/No)</b>	A "No" response to any measure in Part G is a program deficiency requiring a Part H.
			
<b>Measures</b>			
<b>D.1.a</b>	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
<b>D.1.b</b>	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
<b>D.1.c</b>	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	
	<b>D.2 - The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)</b>	<b>Measure Met?</b>	<b>Comments</b>
<b>Compliance Indicator</b>		<b>(Yes/No)</b>	A "No" response to any measure in Part G is a program deficiency requiring a Part H.
			
<b>Measures</b>			

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<b>D.2.a</b>	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	
<b>D.2.b</b>	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	
<b>D.2.c</b>	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes	
<b>D.2.d</b>	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.3 - The agency establishes appropriate action plans to remove identified barriers.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>D.3.a.</b>	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes	
<b>D.3.b</b>	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	
<b>D.3.c</b>	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.4 - The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>D.4.a</b>	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	

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<b>D.4.b</b>	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes	
<b>D.4.c</b>	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
<b>D.4.d</b>	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes	

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

 <b>Compliance Indicator</b>	<b>E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b>
 <b>Measures</b>			
<b>E.1.a</b>	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	
<b>E.1.b</b>	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	
<b>E.1.c</b>	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	
<b>E.1.d</b>	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	Yes	
<b>E.1.e</b>	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
<b>E.1.f</b>	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	
<b>E.1.g</b>	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be	Yes	





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	completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?		
<b>E.1.h</b>	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	Yes	
<b>E.1.i</b>	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes	
<b>E.1.j</b>	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	N/A	
<b>E.1.k</b>	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	
<b>E.1.l</b>	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.2 - The agency has a neutral EEO process.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
<b>E.2.a</b>	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes	
<b>E.2.b</b>	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	
<b>E.2.c</b>	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	Yes	
<b>E.2.d</b>	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes	
<b>E.2.e</b>	If applicable, are processing time frames incorporated for the legal counsel's sufficiency	Yes	





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	review for timely processing of complaints? EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)		
 <b>Compliance Indicator</b>	<b>E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			
<b>E.3.a</b>	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes	
<b>E.3.b</b>	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
<b>E.3.c</b>	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
<b>E.3.d</b>	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes	
<b>E.3.e</b>	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	
<b>E.3.f</b>	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	
 <b>Compliance Indicator</b>	<b>E.4 - The agency has effective and accurate data collection systems in place to evaluate its EEO program.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			
<b>E.4.a</b>	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:		
<b>E.4.a.1</b>	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
<b>E.4.a.2</b>	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes	





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<b>E.4.a.3</b>	Recruitment activities? [see MD-715, II(E)]		
<b>E.4.a.4</b>	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes	
<b>E.4.a.5</b>	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
<b>E.4.a.6</b>	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	
<b>E.4.b</b>	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	
 <b>Compliance Indicator</b>	<b>E.5 - The agency identifies and disseminates significant trends and best practices in its EEO program.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			
<b>E.5.a</b>	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	
<b>E.5.b</b>	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	
<b>E.5.c</b>	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes	
<b>Essential Element F: Responsiveness and Legal Compliance</b>			
<b>This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.</b>			
 <b>Compliance Indicator</b>	<b>F.1 - The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.</b>	<b>Measure Met?</b> <b>(Yes/No)</b>	<b>Comments</b> A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			
<b>F.1.a</b>	Does the agency have a system of management controls to ensure that its officials timely comply	Yes	

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	with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]		
<b>F.1.b</b>	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes	
<b>F.1.c</b>	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
<b>F.1.d</b>	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
<b>F.1.e</b>	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes	
 <b>Compliance Indicator</b>	<b>F.2 - The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.</b>	<b>Measure Met?</b>  <b>(Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			
<b>F.2.a</b>	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	
<b>F.2.a.1</b>	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes	
<b>F.2.a.2</b>	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes	
<b>F.2.a.3</b>	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes	
<b>F.2.a.4</b>	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	
 <b>Compliance Indicator</b>	<b>F.3 - The agency reports to EEOC its program efforts and accomplishments.</b>	<b>Measure Met?</b>  <b>(Yes/No)</b>	<b>Comments</b>  A "No" response to any measure in Part G is a program deficiency requiring a Part H.
 <b>Measures</b>			

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<b>F.3.a</b>	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	<b>N/A</b>	<b>HQ Army EEOCCR submits to EEOC an accurate and complete No FEAR Act report</b>
<b>F.3.b</b>	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	<b>N/A</b>	<b>Starting FY 2019 commands will timely post on its public webpage its quarterly No FEAR Act data</b>



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

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>Essential Element A:</b> Demonstrated Commitment From Agency Leadership.	The agency does not 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.

**Objective(s) and Dates for EEO Plan**

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/13/2018	All Divisions, Centers, and Laboratories will 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.	06/30/2020		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Leadership and EEO Officers/Specialists	Senior Leadership and EEO Officers/Specialists	No

**Planned Activities Toward Completion of Objective**

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	All Divisions, Centers, and Laboratories will report they have annually issued a signed and dated EEO policy statement on agency letterhead that clearly communicates the	Yes		

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

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>Essential Element A:</b> Demonstrated Commitment From agency Leadership	The agency does not provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity.

**Objective(s) and Dates for EEO Plan**

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/13/2018	All Divisions, Centers, and Laboratories will 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.	06/30/2020		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Leadership and EEO Officers/Specialists	Senior Leadership and EEO Officers/Specialists	No

**Planned Activities Toward Completion of Objective**

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	All Divisions, Centers, and Laboratories will report they have annually issued a signed and dated EEO policy statement on agency letterhead that clearly communicates the	Yes		

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EEO Plan To Attain the Essential Elements of a Model EEO Program**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>Essential Element B:</b> Integration of EEO Into the Agency's Strategic Mission	EEO program officials do not 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

**Objective(s) and Dates for EEO Plan**

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/13/2018	All Divisions, Centers, and Laboratories EEO program officials will 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.	06/30/2020		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Leadership and EEO Officers/Specialists	Senior Leadership and EEO Officers/Specialists	No

**Planned Activities Toward Completion of Objective**

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	All Divisions, Centers, and Laboratories EEO program officials will report their participation in agency meetings regarding workforce changes.	Yes		

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

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>Essential Element B:</b> Integration of EEO Into the Agency's Strategic Mission	Senior managers are not involved in the implementation of Special Emphasis Programs.

**Objective(s) and Dates for EEO Plan**

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/13/2018	All Divisions, Centers, and Laboratories Senior managers will be involved in the implementation of Special Emphasis Programs.	06/30/2020		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Leadership and EEO Officers/Specialists	Senior Leadership and EEO Officers/Specialists	No

**Planned Activities Toward Completion of Objective**

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	All Divisions, Centers, and Laboratories Senior managers will be involved in the implementation of Special Emphasis Programs.	Yes		

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**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>Essential Element B:</b> Integration of EEO Into the Agency's Strategic Mission	Senior managers do not when barriers are identified, assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary).

**Objective(s) and Dates for EEO Plan**

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/13/2018	All Divisions, Centers, and Laboratories Senior managers do not participate in the barrier analysis process.	06/30/2020		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Leadership and EEO Officers/Specialists	Senior Leadership and EEO Officers/Specialists	No

**Planned Activities Toward Completion of Objective**

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	All Divisions, Centers, and Laboratories EEO offices will report that Senior managers, when barriers are identified, have assisted in developing agency EEO action plans (Part I, Part J, or the Executive Summary).	Yes		

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**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>Essential Element B:</b> Integration of EEO Into the Agency's Strategic Mission	Senior managers do not successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans.

**Objective(s) and Dates for EEO Plan**

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/13/2018	All Divisions, Centers, and Laboratories Senior managers do not participate in the barrier analysis process.	06/30/2020		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Leadership and EEO Officers/Specialists	Senior Leadership and EEO Officers/Specialists	No

**Planned Activities Toward Completion of Objective**

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	All Divisions, Centers, and Laboratories EEO offices will report senior managers have successfully implemented EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans.	Yes		

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**EEO Plan To Attain the Essential Elements of a Model EEO Program**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>Essential Element C:</b> Management and Program Accountability	The agency does not regularly assess its component and field offices on their efforts to remove barriers from the workplace.

**Objective(s) and Dates for EEO Plan**

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/13/2018	All Divisions, Centers, and Laboratories will regularly assess its component and field offices on their efforts to remove barriers from the workplace.	06/30/2020		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
EEO Officers/Specialists	EEO Officers/Specialists	No

**Planned Activities Toward Completion of Objective**

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	All Divisions, Centers, and Laboratories will report they have regularly assessed its component and field offices on their efforts to remove barriers from the workplace.	Yes		

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**EEO Plan To Attain the Essential Elements of a Model EEO Program**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>Essential Element C:</b> Management and Program Accountability	USACE has not established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]

**Objective(s) and Dates for EEO Plan**

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/13/2018	All Divisions, Centers, and Laboratories Senior managers establish a firewall between the Anti-Harassment Coordinator and the EEO Director.	06/30/2020		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Senior Leadership and EEO Officers/Specialists	Senior Leadership and EEO Officers/Specialists	No

**Planned Activities Toward Completion of Objective**

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	All Divisions, Centers, and Laboratories EEO will provide Senior managers the guidance for establishing the position for Anti-Harassment Coordinator.	Yes		



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**715 - Part I**  
**EEO Plan To Eliminate Identified Barrier**

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

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
A review of Workforce Data, Trend Data and command comparisons, complaints data	BOBI	At the end of FY 2019, the participation rate of Hispanic Men and Women (5.23%) and is less than expected based upon the National Civilian Labor Force of 9.96%.

**EEO Group(s) Affected by Trigger (Check)**

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

**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	
Complaint Data (Trends)	Yes	

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<b>Sources of Data</b>	<b>Source Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Grievance Data (Trends)	<b>Yes</b>	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	<b>Yes</b>	
Climate Assessment Survey (e.g., FEVS)	<b>Yes</b>	
Exit Interview Data	<b>Yes</b>	
Focus Groups	<b>Yes</b>	
Interviews	<b>Yes</b>	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>Yes</b>	
Other (Please Describe)		

**Status of Barrier Analysis Process**

<b>Barrier Analysis Process Completed? (Yes or No)</b>	<b>Barrier(s) Identified? (Yes or No)</b>
<b>Yes</b>	<b>Yes</b>

**Statement of Identified Barrier(s)**

The hiring process, recruitment practices, retention, cultural/attitudinal barriers could contribute to the less than expected participation rates.

**Objective(s) and Dates for EEO Plan**

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<b>Objective</b>	<b>Date Initiated (mm/dd/yyyy)</b>	<b>Target Date (mm/dd/yyyy)</b>	<b>Sufficient Funding &amp; Staffing?  (Yes or No)</b>	<b>Modified Date (mm/dd/yyyy)</b>	<b>Date Completed (mm/dd/yyyy)</b>
Develop an effective strategic plan enterprise wide to increase the Hispanic and Latino applicant pool and participation rates in the total Army civilian workforce.	<b>10/01/2015</b>	<b>9/30/2021</b>	<b>Yes</b>		

**Responsible Official(s)**

<b>Title</b>	<b>Name</b>	<b>Performance Standards Address the Plan?  (Yes or No)</b>
HQ USACE OD&L, HEPM, and Human Resources	HQ USACE OD&L, HEPM, Senior Leaders, Workforce Management, and Human Resources	<b>No.</b>

**Planned Activities Toward Completion of Objective**

<b>Target Date (mm/dd/yyyy)</b>	<b>Planned Activities</b>	<b>Modified Date (mm/dd/yyyy)</b>	<b>Completion Date (mm/dd/yyyy)</b>
<b>9/29/2017</b>	Develop outreach strategy in partnership with organizations such as LULAC, IMAGE, MAES and HSI Summit and other Hispanic affinity groups.	<b>09/30/2018</b>	<b>09/30/2020</b>
<b>9/29/2017</b>	Re-survey the workforce.	<b>09/30/2018</b>	<b>09/30/2020</b>
<b>9/29/2017</b>	Develop a plan to establish Hispanic Employment Program throughout the USACE.	<b>09/30/2018</b>	<b>09/30/2020</b>
<b>9/29/2017</b>	Develop an effective enterprise plan and strategy in coordination with CEDL, CSLMO, HR, FCRs, and CHRA for recruitment and retention of all groups to include Hispanic Men and Women where the participation rates are less than expected.	<b>09/30/2018</b>	<b>09/30/2020</b>

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**Report of Accomplishments**

<b>Fiscal Year</b>	<b>Accomplishments</b>
<b>FY 2019</b>	At the end of FY 2019, the participation rate for Hispanic males and females increased by 0.16% from FY 2018, to 2.19%.
<b>FY 2019</b>	Developed outreach strategy in partnership with organizations such as LULAC, IMAGE, MAES and HSI Summit and other Hispanic affinity groups.
<b>FY 2018</b>	Re-surveyed the workforce (twice as year).

**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

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

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

**Section I: Efforts to Reach Regulatory Goals**

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

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

a. Cluster GS-1 to GS-10 (PWD)	Yes		No	x
b. Cluster GS-11 to SES (PWD)	Yes		No	x
Information is based on Self-Identification.				

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

a. Cluster GS-1 to GS-10 (PWD)	Yes		No	x
b. Cluster GS-11 to SES (PWD)	Yes		No	x
Information is based on Self-Identification.				

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

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

Uploaded the MD 715 Report on the USACE CEDL portal.

**Section II: Model Disability Program**

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

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

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

	Yes	<b>X</b>	No	

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	1	N/A	N/A	CHARA
Answering questions from the public about hiring authorities that take disability into account	1	N/A	N/A	HR
Processing reasonable accommodation requests from applicants and employees	1	N/A	N/A	EEO
Section 508 Compliance	1	N/A	N/A	EEO
Architectural Barriers Act (ABA) Compliance	1	N/A	N/A	EEO
Special Emphasis Program for PWD and PWTD	1	N/A	N/A	EEO

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	<b>X</b>	No	
DPM's are encouraged to attend DEOMI's Disability Program Managers training. USACE's updated RA SOP requires DPMs to attend DEOMI's DPM Course. For FY20 USACE will provide training on RA procedures and role of a DPM.				

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

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

	Yes	<b>X</b>	No	

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**Section III: Plan to Recruit and Hire Individuals with Disabilities**

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

**A. Plan to Identify Job Applicants with Disabilities.**

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

USACE's uses OPM's Talent portal in USAJobs to identify qualified PWD, PWTD and veterans and refer qualified applicants to hiring managers. CHARA maintains and disseminates the Wounded Warrior (WW) Online Resume Inventory with names, job interests, and location preferences of candidates to managers and hiring officials. Managers and hiring officials receive the information to consider restructuring jobs to attract candidates and/or utilize the non-competitive hiring authorities for qualified WWs into positions that are matched with skill, competency and experience. The Army's Hero 2 Hired (H2H) Program provides a resource to Soldiers and Family Members by connecting with potential employers and employment opportunities. H2H integrates an online capability with the Department of Veterans Affairs (VA) Employment Center (VEC) (<https://www.ebenefits.va.gov/ebenefits/jobs>).

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

USACE utilizes Schedule A to recruit and hire PWD and PWTD.

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 individuals apply utilizing the Schedule A Hiring Authority, their applications are reviewed by the local CPAC who confirms that the applicants meet the qualification requirements of the announced position and have provided required proof of disability. Applicants applying under the Schedule A Hiring Authority who are deemed qualified are referred to the hiring manager on a Schedule A certificate of eligibility with guidance on selection procedures including the application of veterans' preference, when applicable. Managers have the option to interview and/or hire from the Schedule A certificate or to consider other candidates from other issued certificates (Merit Promotion, Non-Competitive, VRA, etc.).

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	<b>x</b>
Training is tracked through Human Resources and is not tracked by EEO.				

**B. Plan to Establish Contacts with Disability Employment Organizations**

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

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

**C. Progression Towards Goals (Recruitment and Hiring)**

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

a. New Hires for Permanent Workforce (PWD)	Yes		No	X
b. New Hires for Permanent Workforce (PWTD)	Yes	X	No	
1.35% of new hires fall under the category of PWTD within USACE.				

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

a. New Hires for MCO (PWD)	Yes		No	x
b. New Hires for MCO (PWTD)	Yes		No	x
In FY 2019, Applicant Flow data was provided by HQ DA OD&L.				

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

a. Qualified Applicants for MCO (PWD)	Yes		No	x
b. Qualified Applicants for MCO (PWTD)	Yes		No	x
In FY 2019, Applicant Flow data was provided by HQ DA OD&L.				

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

a. Promotions for MCO (PWD)	Yes		No	x
b. Promotions for MCO (PWTD)	Yes		No	X
In FY 2019, Applicant Flow data was provided by HQ DA OD&L.				

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

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



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**A. Advancement Program Plan**

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

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

**B. Career Development Opportunities**

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

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

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

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

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	HQ DA OD&L.	HQ DA OD&L.	HQ DA OD&L.	HQ DA OD&L.	HQ DA OD&L.	HQ DA OD&L.
Other Career Development Programs	Applicant Flow data was not provided by HQ DA OD&L.	Applicant Flow data was not provided by HQ DA OD&L.	Applicant Flow data was not provided by HQ DA OD&L.	Applicant Flow data was not provided by HQ DA OD&L.	Applicant Flow data was not provided by HQ DA OD&L.	Applicant Flow data was not provided by HQ DA OD&L.

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

a. Applicants (PWD)	Yes		No	
b. Selections (PWD)	Yes		No	
In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.				

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

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

**C. Awards**

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

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

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

a. Pay Increases (PWD)	Yes		No	x
b. Pay Increases (PWTD)	Yes	X	No	
1.69% of the inclusion rate for quality step increases or performance-based pay increases involved PWTD within USACE.				

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

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

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**D. Promotions**

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

a. SES	i. Qualified Internal Applicants (PWD)	Yes		No	
	ii. Internal Selections (PWD)	Yes		No	
b. Grade GS-15	i. Qualified Internal Applicants (PWD)	Yes		No	
	ii. Internal Selections (PWD)	Yes		No	
c. Grade GS-14	i. Qualified Internal Applicants (PWD)	Yes		No	
	ii. Internal Selections (PWD)	Yes		No	
d. Grade GS-13	i. Qualified Internal Applicants (PWD)	Yes		No	
	ii. Internal Selections (PWD)	Yes		No	
In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.					

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

a. SES	i. Qualified Internal Applicants (PWTD)	Yes		No	
	ii. Internal Selections (PWTD)	Yes		No	
b. Grade GS-15	i. Qualified Internal Applicants (PWTD)	Yes		No	
	ii. Internal Selections (PWTD)	Yes		No	
c. Grade GS-14	i. Qualified Internal Applicants (PWTD)	Yes		No	
	ii. Internal Selections (PWTD)	Yes		No	
d. Grade GS-13	i. Qualified Internal Applicants (PWTD)	Yes		No	
	ii. Internal Selections (PWTD)	Yes		No	
In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.					

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

a. New Hires to SES (PWD)	Yes		No	
b. New Hires to GS-15 (PWD)	Yes		No	
c. New Hires to GS-14 (PWD)	Yes		No	
d. New Hires to GS-13 (PWD)	Yes		No	
In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.				

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

a. New Hires to SES (PWTD)	Yes		No	
b. New Hires to GS-15 (PWTD)	Yes		No	
c. New Hires to GS-14 (PWTD)	Yes		No	

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d. New Hires to GS-13 (PWTB)	Yes		No	
In FY 2019, Applicant Flow data was not provided by HQ DA OD&L.				

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

a. Executives	i. Qualified Internal Applicants (PWD)	Yes		No	
	ii. Internal Selections (PWD)	Yes		No	
b. Managers	i. Qualified Internal Applicants (PWD)	Yes		No	
	ii. Internal Selections (PWD)	Yes		No	
c. Supervisors	i. Qualified Internal Applicants (PWD)	Yes		No	
	ii. Internal Selections (PWD)	Yes		No	

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

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

a. Executives	i. Qualified Internal Applicants (PWTD)	Yes		No	
	ii. Internal Selections (PWTD)	Yes		No	
b. Managers	i. Qualified Internal Applicants (PWTD)	Yes		No	
	ii. Internal Selections (PWTD)	Yes		No	
c. Supervisors	i. Qualified Internal Applicants (PWTD)	Yes		No	
	ii. Internal Selections (PWTD)	Yes		No	

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

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

a. New Hires for Executives (PWD)	Yes		No	
b. New Hires for Managers (PWD)	Yes		No	
c. New Hires for Supervisors (PWD)	Yes		No	

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

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

a. New Hires for Executives (PWTD)	Yes		No	
b. New Hires for Managers (PWTD)	Yes		No	
c. New Hires for Supervisors (PWTD)	Yes		No	

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

**Section V: Plan to Improve Retention of Persons with Disabilities**

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

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**A. Voluntary and Involuntary Separations**

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

	Yes	<b>X</b>	No	

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

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

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

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

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

No trigger identified for FY19.

**B. Accessibility of Technology and Facilities**

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

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

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

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

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USACE does not currently have an agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

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

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

**C. Reasonable Accommodation Program**

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

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

The average timeframe for processing initial requests for reasonable accommodation is 41 days.

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

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

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

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

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

USACE administers PAS requests through its Reasonable Accommodation channel.

**Section VI: EEO Complaint and Findings Data**

**A. EEO Complaint data involving Harassment**

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

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	Yes		No	x
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2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

	Yes		No	X
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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.

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**B. EEO Complaint Data Involving Reasonable Accommodation**

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

	Yes		No	X
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2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

	Yes	x	No	
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3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

Agency provided reasonable accommodation.
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**Section VII: Identification and Removal of Barriers**

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

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

	Yes		No	X
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2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

	Yes		No	x
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3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

<b>Trigger 1</b>	N/A
<b>Barrier(s)</b>	

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<b>Objective(s)</b>				
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan?</b>		
<b>Target Date (mm/dd/yyyy)</b>	<b>Planned Activities</b>	<b>Sufficient Staffing &amp; Funding (Yes or No)</b>	<b>Modified Date (mm/dd/yyyy)</b>	<b>Completion Date (mm/dd/yyyy)</b>
<b>Fiscal Year</b>	<b>Accomplishments</b>			

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

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

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