

For period covering October 1, 2008 to September 30, 2009.				
PART A Department or Agency Identifying Information	1. Agency		1. Department of Army	
	1.a. 2 nd level reporting component		HQ Installation Management Agency	
	1.b. 3 rd level reporting component		Installation Management Command West Forward Support Team	
	1.c. 4 th level reporting component		Garrison (USAG) Fort Sam Houston	
	2. Address		2. 1400 Stanley Road, Suite 21 (ATTN: IMWE-SMH-EEO)	
	3. City, State, Zip Code		3. Fort Sam Houston, TX 78234-5021	
	4. CPDF Code	5. FIPS code(s)	4. ARBA FR	5. 65000
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees		1. 6,477	
	2. Enter total number of temporary employees		2. 20	
	3. Enter total number employees paid from non-appropriated funds		3. 492	
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]		4. 6,989	
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Colonel Mary Garr, Commander, USAG FSH	
	2. Agency Head Designee		2.	
	3. Principal EEO Director/Official Official Title/series/grade		3. Mrs. Rose Dibley, Director, YC-02-0260	
	4. Title VII Affirmative EEO Program Official / Preparer of Report		4. Mrs. Maria Preda, EEO Specialist, YA-02-0260	
	5. Section 501 Affirmative Action Program Official		5. Mrs. Maria Preda, EEO Specialist, YA-02-0260	
	6. Complaint Processing Program Manager		6. Mrs. Sherry Blake, EEO Specialist, YA-02-0260	
	7. Other Responsible EEO Staff		Mrs. Teri Garnett, EEO Specialist, YA-02-0260	Mrs. Rosemary Galvan, EEO Assistant, YB-01-0260

EEOC FORM 715-01 PART A - D	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	CPDF and FIPS codes

EEOC FORMS and Documents Included With This Report		
*Executive Summary [FORM 715-01 PART E], that includes:	X	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]
Brief paragraph describing the agency's mission and mission-related functions	X	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	X	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	X	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans (Appendix B)
Summary of EEO Plan action items implemented or accomplished	X	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues (Appendix C)
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements (Appendix D)	X	*Organizational Chart (Appendix E)

[Garrison Fort Sam Houston]

For period covering October 1, 2008 to September 30, 2009.

EXECUTIVE SUMMARY

Organizational Information. The Garrison Commander assumed command on 29 July 2008. The installation continues to prepare for Joint Base San Antonio as a result of both the Joint Base initiative and Base Realignment and Closure (BRAC). This combined effort between the Department of Army (DA) and the Department of Air Force focuses on how best to sustain the common level of support to the customer. Frequent meetings are held by respective functional components in identifying those areas that are vital to Garrison operations to include the EEO program. Joint Base San Antonio expects to have a workforce of more than 77,000 in support of meeting mission readiness.

Mission: A trained and ready workforce providing installation support services to the Fort Sam Houston military community enabling mission success.

Vision: The Garrison exists to provide a safe, quality living and working environment for the military, civilians and families here at Fort Sam Houston, today and in the future.

- Fort Sam Houston (FSH) is located in San Antonio, Texas.
- EEO services are provided to all civilian personnel and applicants for employment based on a Common Levels of Support plan which is expected to expand to Air Force customers.
- The serviced population for purposes of this report consists of installation civilian personnel.

Data Information.

- The Defense Civilian Personnel Data System (DCPDS) is the system used to input civilian personnel data into a database system.
- Business Objects XIR3 is the primary data query tool used by the DA in extracting civilian personnel statistical data for this report for the Fiscal Year (FY).
- iComplaints is DAs complaints database in which the annual Equal Employment Opportunity Commission's (EEOC) 462 report is generated.
- FIPS code 65000, San Antonio Metropolitan Statistical Area, was used in this report because the Fort Sam Houston Civilian Personnel Advisory Center (CPAC) recruitment extends to the San Antonio surrounding counties.
- A data summary is provided below covering essential areas encompassing civilian personnel management actions such as promotions, separations, accessions, performance ratings and awards, career programs, and grade distribution for the installation. Per HQ, IMCOM Guidance, dated 29 August 2007, Garrisons are to reflect total serviced population despite the Garrison Commander areas of responsibility.

Analysis of Workforce Data. (All referenced charts are at Appendix B and terms in bold are defined at Appendix A)

- Data tables reflect the **Civilian Labor Force (CLF)** of 2000.
- Data tables do not include contract personnel however contract personnel are counted as part of the CLF numbers.
- In FY09, 6,989 personnel are employed at Fort Sam Houston an increase of 795 from FY08. Men showed a slight increase from the previous year of 52.5% to 53.87%. Women continue to steadily decline (46.12%) whereas last year women comprised 47.5% of the installation workforce. Participation rates for individuals with targeted disabilities remains below the Federal high of 2.16%.
- Applicant data for employment is now available. An excerpt by Command IMCOM is provided, other Commands identified at Table B-4.

USA INST MANAGEMENT AGENCY		Total	Males	Females
Applied	#	35,131	24,062	11,069
Referred	#	5,137	3,652	1,485
Selected	#	112	68	44
Expected to Apply		35,131	18,619	16,511

- Participation rates for both Hispanics and Asian Americans continue below the national CLF.
- The number of employees with targeted disabilities in the workforce has progressively declined below 1% throughout the Federal sector. Total separation rates for individuals with disabilities (16.26%) exceed those of the total workforce (11.43%).
- The top occupations in order of most populous are: miscellaneous administration and program; information technology management; nurse; training instruction; miscellaneous clerk and assistant; contracting; human resource assistance; management and program analysis; human resources management; and secretary. Overall, these continue to remain consistent with FY08.
- Top career programs also according to most populous are: information mission area (IMA) career program; training; comptroller; contracting and acquisition; engineers and scientists (non-construction); manpower and force management; civilian personnel administration; supply management and engineers and scientists (resources and construction). In FY08, IMA was listed at the bottom in FY09 it is the most populous career program.
- Of the total workforce, 55.13% employees are General Schedule (GS) compared to 57% in FY08. The number of NSPS or Pay Band pay employees increased from 12% to 33.21%. Wage grade employees comprise 4.59% of the total workforce. A majority of the GS workforce continues to be between the GS 9-12 grades and it is also reflected in the NSPS pay band 2 equivalent. FY09 continues to show an increase in the GS15 grades from 2 to 23.
- FY09 reports 400 promotions and 42.75% were White, a slight increase from FY08 42.3%; Hispanics represent 26% of the promotions an increase from 21.6%; African Americans saw an increase from 21.6% to 24.25%; Asian Americans, American Indian/ Alaskan Natives and Individuals with Disabilities continue to show less than 2% of the promotions combined. Women were promoted 51.7% in FY08 compared to this year where women were promoted 47.25%.
- Supervisory positions held in order from greatest to least: Whites 65% in FY09, in FY08 62.9%; Hispanics in FY09 13.88% in FY08 18.2%; African Americans in FY09 13.49% and FY08 13.5%; Asian Americans in FY09 1.82% and FY08 1.58%; American Indian/Alaskan Natives and Individuals with Targeted Disabilities for both FY09 and FY08 remain less than .50%
- Most common form of recognition continues to be the performance award (25.44%) for all employees including Individuals with Disabilities. A decline from FY08 32.1%.
- Women encompass 45.62% (FY08:60.6%) of internal (within Army) accessions and 43.39% (FY08: 49.5%) of external accessions. Compared to men's internal and external accessions, 54.3% and 56.60%, respectively. Involuntary separations amount to 50.40% for women; a decline from 56.9%.
- Four employees, one of which is an individual with a targeted disability were recruited under special employment programs, e.g. Department of Army Intern program.
- Over 160 accommodations provided through Computer Electronics/Accommodations Program in FY09.
- Top bases and issues of discrimination claimed for FY09.

<u>Bases</u>	<u>Issues</u>
Gender	Nonsexual Harassment
National Origin	Nonselection
Reprisal	Duty Assignments

- Number of contacts totaled 150.
- There were no findings of discrimination in FY09.
- Majority of complaints continue to originate from MEDCOM, a command population exceeding 3,900 civilian personnel, 55.8% of the installation workforce. USAG has the next highest complaints filed.
- 41 mediations conducted resulting in 23 resolutions.
- In FY09, damages awarded totaled \$16,000 versus last year's \$4,482.00. Monetary benefits totaled \$66,500.00 compared to previous \$43,181.60.
- Cost of agency discrimination investigations amounted this year to \$18,215.38 compared to the previous \$23,318.40.

Model Program Summary is divided into six essential elements and is listed below. Unlike the data tables the model program summary specifically addressed Garrison business operations/activities for the period covered from October 1, 2008 through September 30, 2009. The Garrison Commander continues to receive a State of the Agency EEO brief where an overview of the Command EEO program posture is reviewed against all six essential elements in order to identify strengths and improve weaknesses.

ELEMENT A – DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

Strengths: Policy letters covering EEO and Affirmative Employment, Reasonable Accommodation for Individuals with Disabilities and Sexual Harassment are republished annually in conjunction with the anniversary date. EEO policy letters are included in the New Employee Orientation (NEO) packet. Garrison Commander initiated numerous feedback mechanisms in which input is sought regarding the workplace, e.g. Interactive Customer Evaluation program, Climate Assessment Surveys and Team Building for Garrison personnel. EEOC Dallas District Outreach Training Manager, Mr. Rodney Klein presented, "What is Reasonable Accommodation?" at BAMC on 10 November 2008. Manager's Guide on Individuals with Disabilities Program disseminated to Garrison Directors and Equal Opportunity Advisors (EOA) at Staff Development training in December 2008. Employment Information table was manned by EEO staff during Black History Month observance, 27 February 2009. Installation leadership provided information on Computer Electronics and Accommodations Program (CAP) and the Job Accommodation Network (JAN) during Community Information Forum (CIF), 8 April and 13 May 2009 by Disability Program Manager (DPM). Safety office sponsored installation Safety Day on 20 May 2009. Safety office provides safety requirements training to supervisors. Department of Assistive Rehabilitative Services (DARS) counselors present quarterly "Challenges and Opportunities in the Workplace" during the Senior EO Leader training. Notification and Federal Employee Antidiscrimination and Retaliation (NoFEAR) training available online. Army Community Services (ACS) conducts monthly Lunch-n-Learn Women Encouraging Women series to the workforce and community. EEO guidance on EEO training published in the post newspaper. Civilian personnel and EEO provide new supervisors training on a quarterly basis.

Colonel Garr's commitment is continuously demonstrated by her active involvement in local and community organizations and projects. The Commander actively participates at FSH observances. She served as keynote speaker for Women's History month and opened Disability Employment Awareness month. She constantly encourages her staff to attend official observances. She is often invited to briefs local community and civic organizations, e.g. Spouse's Club Brief at Fort Sam Houston, Alamo Heights Rotary Club, and Commercial Real Estate Women further promoting FSH as a member of the San Antonio community. One such promotion is through the city's public awareness program, "Embrace BRAC." "Embrace BRAC" was created by the city of San Antonio. The purpose behind the promotional campaign is to raise the community's awareness about the BRAC project and the enormous military work that is being accomplished. Community updates are provided on the progress that is being made including information on the \$3 billion investment in construction. Community also informed of FSH training 47,000 medical students annually which possibly results in a rise in employment opportunities.

Colonel Garr personally briefed the San Antonio Hispanic Chamber of Commerce on FSH growth and opportunities for San Antonio. FSH leadership routinely shows commitment to Hispanics. The United States Army South mission is to promote and support partnerships with Central and South America. Most of their efforts are conducted in Spanish and are highlighted to a Spanish-speaking community. The Garrison Commander gives interviews in Spanish to Spanish-speaking stations, e.g., Univision, highlighting FSH activities to the San Antonio community. The FSH Public Affairs Office also provides Spanish-speaking Soldiers and civilians to interview on Spanish-speaking television stations and radio.

The EEO staff continues to provide updates on vacancy and conference announcements, educational scholarships, internships and agency initiatives/programs from the National Council of Hispanic Employment Program Managers to the workforce and the local Federal Executive Board Workforce Opportunities Council. In addition, this information is also shared with the Army Center College Education Representative and the Community School Liaison Officer.

Deficiencies: Managers and supervisors are not aware of what the EEO program entails and are not held accountable.

Solution: Command support of the EEO program and mandatory EEO training for managers and supervisors.

ELEMENT B – INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION

Strengths: Army Community Services held its first Exceptional Family Member Program (EFMP) Resource Fair on 24 October 2008 where the DPM promoted the Workforce Recruitment Program for College Students with Disabilities, CAP and JAN and was available to answer questions on the civilian disability program. The Directorate of Human Resources (DHR) Education Center hosted an Education Fair during American

Education Week, 17-21 November 2008 bringing local colleges and universities representatives to the community. EEO staff briefed "A Model EEO Program" and DARS Counselors promoted benefits of employing individuals with disabilities under the Helping Improve Recruitment Efforts (H.I.R.E.) initiative during Staff Development on 5 December 2008. DHR Army Career and Alumni Program hosts the San Antonio Police Department recruitment fair at the Sam Houston Club on 5 February 2009. DHR also canvasses workforce for Department of Defense Executive Leadership Program, 19 February 2009. EEO staff receives Business Objects XIR3 training by IMCOM Region staff member, 28-29 April 2009. EEO Manager briefed the Wounded Warrior Battalion in February and June 2009 on EEO. Plans, Analysis and Integration Office created Customer Management Services Community First (Feedback, Issues, Resolutions, Solutions, Today) focus groups including one specific for civilians held 21 October 2009. EEO staff member attends Cesar Chavez Scholarship Fund breakfast and canvasses local area high schools with high Hispanic student population to offer opportunity to attend breakfast and gain information on how to apply for scholarship. Directorate of Plans, Mobility, and Security continuously work towards preparing the FSH installation in achieving emergency management readiness through conducting exercises such as the Giant Voice test, sharing information on the City of San Antonio Notification System and the H1N1 pandemic flu. These exercises are tools to test the mass alert system in the event of an attack or natural disaster for all employees including testing effectiveness as it pertains to employees with disabilities. EEO certification is required for all employees receiving awards, more than 100 awards were checked for pending adverse actions or possible documentation findings prior to approving the award for processing.

Deficiencies: There is no review by the EEO Manager or Affirmative Employment Program Manager of any underrepresentation of women, minorities and individuals with disabilities when selections are made. Managers and supervisors do not consider the special hiring authorities that are available.

Solution: Management advisory services provided by Civilian Personnel Advisory Center should include promotion of the special hiring authorities.

ELEMENT C – MANAGEMENT AND PROGRAM ACCOUNTABILITY

Strengths: EEO participated in both Hiring Heroes Resume Workshop and Career Fairs (HHRWCF). EEOC Supervisory Administrative Judge Katye Duderstadt presented a workshop on Reasonable Accommodation at the 9 March 2009 HHRWCF. FSH workforce is continuously informed of Joint Base San Antonio progress through town halls. Commander chairs quarterly Federal Employee Compensation Act Working Group meeting which provides program information, responsibilities and training requirements to include discussions on return-to-work efforts, injury claims and mandated safety requirements. EEO Complaints Summary provided to all tenants with complaint activity. The Summary included a comparison from FY08 and FY09 complaint data.

Deficiencies: Desired level of management participation is not easily achieved nor is there a system in place for evaluating leadership on their commitment to the Commander's EEO program. This also extends to supervisory response in providing RA requests.

Solution: Meet with Directors on how they can contribute to the overall success of the EEO program. Share climate assessment survey results, identify problem areas and provide suggestions for improvement.

ELEMENT D – PROACTIVE PREVENTION AND UNLAWFUL DISCRIMINATION

Strengths: EEO office partners with installation EOA in conducting quarterly EO/EEO Senior Leader training. EEO staff continues to participate in monthly NEO training ensuring new employees meet their NoFEAR requirements. CAP briefings available for manager and supervisors. Garrison Commander requests CAS to be conducted. Complaints Manager conducts a series of EEO Complaints Overview training to tenant activity throughout the month of April 2009 to the Medical Command workforce. Disability Program Manager plans disability workshop, "Trade Secrets of a Successful Supervisor," featuring CAP and DARS presenters in September 2009. Information from the Disability Workshop, e.g., such as how to communicate with individuals with disabilities is being considered for inclusion as part of the Fundamentals of Occupational Medicine Phase (6H-F20) Residency course. Disability Program Manager initiated meetings with both Preventive Medicine and Directorate of Public Works Planning departments towards identifying improvements in processing workplace accommodations and enhancing tracking facility accessibility.

Deficiencies: Alternative Dispute Resolution (ADR) program lacks procedures for implementation. Process

needs to be redefined.

Solution: Develop and expand ADR program.

ELEMENT E – EFFICIENCY

Strengths: Transforming complaints processing procedures lead to improvements in reporting performance indicators. Measurable improvement in processing time IAW AR 690-600. EEO office utilizing collateral and in-house mediators for mediations and ADR team members receive email with voting buttons to decide whether mediation is appropriate, both improvements expedite mediation process. Internal spreadsheet established to track EEO activity. Lean Six Sigma (LSS) project charter approved by LSS Council to evaluate complaints processing efficiency.

Deficiencies: Insufficient staffing levels hinder processing complaints IAW regulatory timelines. Investigations are not processed timely by DoD's Investigations and Resolutions Division and mediators are not readily available. Resources are not available to manage all Special Emphasis Programs, focus mainly on Individuals with Disabilities Program.

Solution: Assign immediately to a Green belt for a LSS project.

ELEMENT F – RESPONSIVENESS AND LEGAL COMPLIANCE

Strengths: Central tracking system developed ensuring Negotiated Settlement Agreements are in compliance. EEO Counselor's Course sponsored by HQ IMCOM provided certification for two USAG employees augmenting EEO Counselors from 5 to 7.

Deficiencies: Continued insufficient staffing levels and optempo prevent meeting all regulatory timelines. Release of EEO Counselors to conduct counseling is also an issue. Lack of collateral duty counselors required use of contract counselors with a \$1,500 fee paid by HQ IMCOM.

Solution: Solicit tenants and Garrison Directorates to provide personnel to serve as EEO Counselors.

Summary of Barrier Analysis and Action Items.

Form H – EEO Program Status Report. Organizational Inspection Program team conducted inspection and identified areas for improvement of overall ratings. An IMCOM West Region EEO Manager was detailed to temporarily cover for the EEO Director. Under the guidance of the EEO Manager transformation in processing complaints procedures has been initiated subsequently improving performance indicators.

Form I - EEO Plan to Eliminate Identified Barrier. Manpower and resources reassigned to focus on complaints





Activities completed during this reporting period:



- FY08 MD715 and NoFEAR training module posted on EEO website.
- Garrison workforce asked to self-identify improving the quality of the affirmative employment data.
- Disability Awareness Workshop executed.
- H.I.R.E. team presented "Disabilities: Challenges and Opportunities for the Workplace," at all four Senior EO Leader training sessions.
- CAP and JAN promoted at the Community Information Forum reaching installation senior leadership.
- LSS Project charter approved.
- Initiated face-to-face meetings with both the Occupational Health and Directorate of Public Works Planning departments in an effort to address disability-related concerns and improve services.

Activities planned for next reporting period:

- Conduct WRP orientation for supervisors and education counselors
- Establish RA Committee





Conclusion. Garrison's EEO professionals continue to seek opportunities to improve performance and meet our customers' needs in a timely and competent manner while meeting the heightened optempo and ancillary reporting requirements.

EEOC FORM 715-01 PART G		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.				
 Compliance Indicator		Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures	EEO policy statements are up-to-date.			
	The Agency Head was installed on 7/28/2008. The EEO policy statement was issued on 8/25/2008. Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.	X		
	During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.	x		Policy statements issued 9/2/2009.
	Are new employees provided a copy of the EEO policy statement during orientation?	x		
	When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?	x		
 Compliance Indicator	EEO policy statements have been communicated to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures				
	Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?	x		
	Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?	x		
	Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]	x		

 Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		x		
resolve problems/disagreements and other conflicts in their respective work environments as they arise?		x		
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?		x		
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?			x	Limited resources
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?		x		
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?		x		
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications ?		x		
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?		x		
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?		x		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?		x		
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.				
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?		x		
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?		x		

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






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



 Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures			x	EEO Manager under direct supervision of Deputy Commander
Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)			x	
Are the duties and responsibilities of EEO officials clearly defined?		x		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		x		
If the agency has 2 nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		x		N/A, we are 4 th level
If the agency has 2 nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?		x		N/A
If not, please describe how EEO program authority is delegated to subordinate reporting components.				
 Compliance Indicator	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		x		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		x		
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?			x	EEO not contacted
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?			x	EEO not contacted therefore not aware of consideration
Are management/personnel policies, procedures and practices examined at			x	EEO Office



regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]				undergoing reorganization
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?			x	EEO Office undergoing reorganization
Compliance Indicator	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?			x	Additional positions not funded
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?			x	Complaint backlog results in untimely processing
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?			x	Other programs take priority
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204			x	
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204			x	
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709			x	
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		x		
Compliance Indicator	The agency has committed sufficient budget to support the success of its EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems			x	Insufficient manpower and resources to successfully execute
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)		x		

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

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY				
This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.				
➔ Compliance Indicator	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
⬇ Measures				
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		x		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		x		
➔ Compliance Indicator	The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity	Measure has been met		For all unmet measures, provide a brief explanation in the space

 Measures	with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]	Yes	No	below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?			x	Civilian personnel undergoing reorganization
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?			x	Civilian personnel undergoing reorganization
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?			x	Civilian personnel undergoing reorganization
 Compliance Indicator	When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		x		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		x		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		x		One sexual harassment/reprimand
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.				
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		x		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?		x		Not always involved in decisions or aware
Essential Element D: PROACTIVE PREVENTION				
Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
 Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?			x	Lack of resources to identify barriers
When barriers are identified, do senior managers develop and implement, with the			x	Lack of awareness

assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?				
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?		x		
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?		x		
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		x		
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		x		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		x		
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		x		
 Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are all employees encouraged to use ADR?		x		
Is the participation of supervisors and managers in the ADR process required?			x	Highly recommended

Essential Element E: EFFICIENCY				
Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.				
 Compliance Indicator	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		x		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		x		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?			x	No audits conducted
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		x		
Are 90% of accommodation requests processed within the time frame set forth			x	EEO Office not aware of