

**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) MANAGEMENT
DIRECTIVE 715: FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

Washington Headquarters Services (WHS) and WHS-Serviced Components

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EEOC FORM 715-01 PART A - D	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
For period covering October 1, 2019 to September 30, 2020				
PART A Department or Agency Identifying Information	1. Agency		1. Washington Headquarters Services (WHS) and WHS serviced components	
	1.a. 2 nd level reporting component		N/A	
	1.b. 3 rd level reporting component			
	1.c. 4 th level reporting component			
	2. Address		2. 1155 Defense Pentagon	
	3. City, State, Zip Code		3. Washington, DC 20301-1155	
	4. CPDF Code	5. FIPS code(s)	4. DD21	5. 8840
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1. 4,582
	2. Enter total number of temporary employees			2. 919
	3. Enter total number employees paid from non-appropriated funds			3. 0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 5,501
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		Regina F. Meiners, Acting Director, WHS	
	2. Agency Head Designee		N/A	
	3. Principal EEO Director/Official Official Title/series/grade		Regina F. Meiners, Acting Director, WHS	
	4. EEO Director		Pamela R. Sullivan, Director, Office of Equal Employment Opportunity Programs (EEOP)	
	5. Affirmative EEO Program Official		Kevin Driscoll, Assistant Director, Diversity, Disability and Recruitment (DDR), Human Resource Directorate (HRD)	
	6. Section 501 Affirmative Action Program Official		Kevin Driscoll, Assistant Director, DDR, HRD	
	7. Complaint Processing Program Manager		Patrick Anderson, Program and Complaints Manager, EEOP	

EEOC FORM 715- 01 PART A -	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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PART D List of Subordinate Components Covered in This Report	Serviced Component and Location (City/State)	CPDF and FIPS codes	
	Office of the Secretary of Defense (OSD), Arlington, VA	DD01	8840
	Defense Test Resources Management Center (TRMC), Arlington, VA	DD68	8840
	Defense Legal Services Agency (DLSA), Arlington, VA	DD25	8840
	Defense Security Cooperation Agency (DSCA), Arlington, VA	DD06	8840
	Office of Economic Adjustment (OEA), Arlington, VA	DD23	8840
	Pentagon Force Protection Agency (PFPA), Arlington, VA	DD65	8840
	U.S. Court of Appeals for the Armed Forces (USCAAF)	DD08	8840
	Defense POW/MIA Accounting Agency (DPAA), Arlington, VA	DD58	8840
	Defense Technology Security Administration (DTSA), Alexandria, VA	DD29	8840
	Defense Advanced Research Project Agency (DARPA), Arlington, VA		
	Washington Headquarters Services (WHS), Alexandria, VA		

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]	X
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	X
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	X
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]	X
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	X
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	X
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	X
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	*Organizational Chart	X

EEOC FORM 715-01 PART E	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
WASHINGTON HEADQUARTERS SERVICES DOD	For period covering October 1, 2019 to September 30, 2020
EXECUTIVE SUMMARY	

AGENCY MISSION

Washington Headquarters Services (WHS) is the essential services provider for the Office of the Secretary of Defense (OSD), Department of Defense (DoD) agencies, and DoD offices in the National Capital Region. WHS provides a wide range of centralized capabilities to DoD headquarters, OSD, and DoD components, enabling economies of scale for delivering essential administrative services to fulfill the mission of the Department. In 2020, WHS aligned under the Director of Administration and Organizational Policy in the Office of the Chief Management Officer (CMO).

WHS services are organized into several directorates and specialty offices. These teams of WHS personnel support the mission of our Defense Department customers by managing DoD-wide programs and operations for the Pentagon, Mark Center, Raven Rock Mountain Complex, and DoD-leased facilities in the National Capital Region and several locations across the nation. The WHS vision is to remain a creative, results-driven capabilities provider, recognized for excellence: responsible, reliable, resourceful, and relevant.

WHS delivers essential administrative services to assist these components and offices in fulfilling the mission of DoD. Under the leadership of Acting Director Regina F. Meiners, WHS supports the establishment of a model equal employment opportunity (EEO) program as required by the U.S. Equal Employment Opportunity Commission (EEOC), under Management Directive (MD) 715. This report covers WHS and components serviced by WHS.

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM MISSION

The mission of the Office of Equal Employment Opportunity Programs (EEOP) is to foster an inclusive and respectful workplace environment that allows all personnel to succeed as they support the defense of our nation. Our goals complement the strategic goals of our organization.

The EEOP is responsible for the implementation of: Civilian Equal Employment Opportunity Process, Military Equal Opportunity Process Information and Referral, Affirmative Employment Program, and the Alternative Dispute Resolution Program.

The mission of the Diversity, Disability, and Recruitment (DDR) Division is to foster a diverse workforce and an inclusive work environment that ensures equal opportunity through program development, workforce analysis, recruitment, retention, and awareness to best serve our customers. DDR conducts strategic workforce analysis, evaluation of policies, practices, and procedures that may benefit diversity and inclusion efforts, and the creation of action plans consistent with the development of a model Equal Employment Opportunity, diversity, and inclusive environment. DDR manages recruiting for all special recruitment program functions for the WHS-serviced organizations, including information concerning employment programs for students, recent graduates, veterans, and individuals with disabilities.

DDR also provides Reasonable Accommodations for individuals with disabilities who are applicants or employees of WHS-serviced organizations.

DDR is responsible for preparing the DVAAP, FEORP, MD-715, and for managing Special Employment Programs.

MAJOR ACTIVITIES AND ACCOMPLISHMENTS

The following six essential elements of a Model Equal Employment Opportunity Program include the Agency's EEO program and several noteworthy accomplishments in Fiscal Year 2020 (FY 2020).

MODEL EEO PROGRAM STATUS

During FY 2020, WHS addressed EEO program deficiencies reported in prior years. Specifically, the Agency now conducts trend analysis of the effects of management/personnel policies, procedures, and practices on EEO groups.

The following program deficiencies may still exist in WHS' EEO and Disability programs:

- The Agency's FY 2020 MD-715 report does not include complete workforce data tables, including applicant flow data.
- The Agency's anti-harassment policy does not comply with EEOC guidance.
- The Agency has not posted its Affirmative Action Plan on its public website.
- The Agency has not posted personal assistance services procedures on its public website.
- The Agency has not submitted its updated reasonable accommodation procedures to EEOC for review.
- The Agency does not have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements.

Part H of this report contains WHS planned activities to reach compliance on these deficiencies.

ELEMENT 1: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP:

WHS Issues Annual Equal Employment Opportunity (EEO) Policy Statements: As is customary each year, five Agency wide EEO policy statements of: Diversity and Inclusion, Prevention of Harassment, Employment and Retention of People with Disabilities, Federal Employee Anti-discrimination and Retaliation Act (no FEAR Act), and Alternative Dispute Resolution (ADR) policies were timely reissued and distributed to the workforce during the EEO, Anti-Harassment, and Diversity Training, as well by electronic distribution.

8th Annual Senior Executive Diversity Seminar (SEDS): Per DoD requirement, DDR sponsored a mandatory 2-day seminar for all senior leaders newly appointed to the grade of Brigadier General or Rear Admiral and all new members of the Senior Executive Service. The 2020 SEDS curricula included a combination of cultural competency, unconscious bias, the New Inclusion Quotient, a government mandate via Executive Order 13583. The seminar was grounded in science-based research and includes thought-provoking interactive exercise and honest dialogue, as relates to mission accomplishment, team performance, and strategic attainment of personnel diversity in order to accomplish the mission of the Department of Defense.

ELEMENT 2. INTEGRATION INTO AGENCY'S STRATEGIC MISSION:

EEOP Director Involvement: The EEOP Director reports directly to the Director of WHS, and met weekly with the Director of WHS. Additionally, she advised the Director of WHS and senior leaders on strategies that promote an environment free of discrimination. In FY 2020, the EEOP Director attended weekly WHS Leadership staff meetings and kept members apprised of EEO trends, progress, and concerns. In addition, the EEOP Director participated in various forums such as the Human Resource Directorate Customer Focus Forum, Senior Administrative Officers Forum, Defense Diversity Working Group, and the WHS Quarterly Facility Access Task Force, creating a close working relationship within the Agency. The Director also attended the Mark Center Building Council meetings to maintain awareness of facilities logistics as relates to architectural barriers.

State of the Agency Brief: In FY 2020, the EEOP Director presented the annual State of the Agency EEO Briefing to the WHS Director. The briefing covered an overall assessment of the Agency's performance in each of the six essential elements of the Model EEO Program as well as the progress made in eliminating/reducing barriers to equal opportunity.

Mandatory Training: Over six hundred (618) team members completed that WHS mandatory courses which include modules on EEO, Diversity and Inclusion, and ADR.

Special Hiring Authorities: WHS encouraged the use of available hiring authorities, such as Schedule A Excepted Service Hiring Authority (5 CFR 213.3102(u)), Veterans Recruitment Appointment (VRA) authority, the Workforce Recruitment Program for College Students and Recent Graduates with Disabilities (WRP), reasonable accommodations, and operationalizing accessible information and communication technology policies, practices, and procedures. The WHS Acquisition Directorate (AD) accommodated onboard Wounded Warriors' growing needs to prepare them for conversion to the 1102 career field as a competitive acquisition professional.

Recruitment: WHS heavily engaged with hundreds and race-, disability- and gender-based groups on a range of universities. Engagement involved the passing along of opportunities and information and specific invitations to attend small recruiting events being conducted on a campus.

ELEMENT 3. MANAGEMENT AND PROGRAM ACCOUNTABILITY

In FY 2020, the Agency continued to meet its compliance obligations:

DVAAP Report: The report was submitted in November 2019 to the Defense Civilian Personnel Advisory Service. The following accomplishments were highlighted.

- WHS continued to provide one-on-one guidance and training on Reasonable Accommodations (RA) aimed to allow an individual with a disabilities to apply for a job, perform job functions, enjoy equal access to benefits available to other individuals in the workplace; and most importantly, to thrive and advance within the organization. DDR actively shares RA awareness to supervisors and WHS workforce during Customer Focus Forums, town halls, leadership meetings, EEO trainings, and Senior Executive Diversity Seminars (SEDS).
- To fill demand, WHS doubled the size of its Reasonable Accommodations team to support increasing requests and need for interpreters, readers, and Personal Assistance Services (PSA)

to all WHS directorates. In addition, WHS developed procedures for Personal Assistance Services to provide workplace task related assistance for individuals with disabilities.

- Enhancements to iCompass, the WHS web-based learning management system, provided the entire workforce, including a disabled employee, easy and convenient access to developmental online course, mandatory trainings, and manage Individual Development Plans (IDPs).
- To assist disabled veterans in their development and career advancement, WHS also offered and promoted several DoD and WHS competitive development programs, which were open to all qualified candidates to disabled veterans and under-represented groups.
- In FY 2020, 112 veterans were promoted through career ladder promotions and merit promotion process, representing a decrease from 136 promotion in FY 2019. Merit promotional opportunities are advertised on USAJOBS, which is open and accessible to all veterans and applicants. Additionally, many veterans are hired at the full performance level, as WHS serves the highest echelon within the Department.

FEORP Report: The report, submitted to DoD in November 2020, included a short narrative of the Agency's promising practices, strategies and activities related to Hispanic Employment, Mentoring, Career Development, and Recruitment of Individuals with Disabilities. The following accomplishments were highlighted:

Workforce Recruitment Plan

The Workforce Recruitment Plan developed by the Human Resources Directorate (HRD), serves as a strategic recruitment guide to Special Employment Programs (SEP) Program Managers, Customer Service Account Managers (CAMs), and Administrative Officers (AOs). The purpose of this plan is to foster a diverse workforce and an inclusive environment that ensures equal opportunity, leveraging Critical Success Factors (CSFs) through which WHS must excel in order to succeed. WHS has leveraged this plan to help the organizations it supports hire qualified and talented individuals and hard-to-fill positions, while addressing low representation rates of various workforce groups as compared to their availability in the National Civilian Labor Force (NCLF).

The HRD Talent Acquisition team spearheads the recruiting and hiring efforts across its service organizations to fill crucial positions and hard to fill jobs with diverse talent. Strategic recruiting initiatives with the Pentagon Force Protection Agency (PFPA) and Facilities Services Directorate (FSD) helped narrow staffing gaps. The Talent Acquisition team effectively manages internship programs to fulfill strategic recruiting efforts, find potential talent, and ultimately hire top candidates.

Amid COVID, WHS increased the number of university partnerships and affinity groups by 35% through continued engagement and optimization of virtual recruiting platforms and technologies. We continue to conduct information sessions, campus interviews, resume workshops, and build strong relationships with campus career centers and recruiters to acquire and qualified applicants to participate in our SEPs. In FY 2020, we've engaged with over 54 universities, Hispanic Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs), and academic institutions serving People with Disabilities (PwD) to recruit a diverse talent pool that resulted to receiving hundreds of applications across numerous occupational fields.

Senior Executive Diversity Seminar (SEDS)

The SEDS is a biannual requirement and fulfills DoD Directive 1350.2 "Department of Defense Military Equal Opportunity (MEO) Program," to provide a mandatory 2-day Senior Executive Equal Opportunity Seminar (SEEOS) to all officers newly appointed to the grade of brigadier

general or rear admiral (lower half) and all new members of the Senior Executive Service. The training introduces senior executives to key elements surrounding diversity, to include both representation and inclusion. This offering places extra emphasis on diversity and inclusion, providing techniques on how to proactively leverage diversity to advance organizational missions and reduce the instances of equal employment opportunity complaints. The seminar heavily relies upon interactive activities, including a short presentation from all participants.

Preparation and delivery of the SEDS, including all diversity and inclusion in-person trainings, were put on hold in FY 2020 due to health and safety limitations imposed by the unprecedented pandemic, and per the U.S. Office of Personnel Management (OPM) guidance “Mandatory Review of Employee Training under Executive Order 13950 September 22, 2020,” directing all federal agencies to put a pause on all diversity and inclusion trainings until further OPM review and approval before they are used, even if those materials have been utilized in the past.

Special Employment Programs

In support of recruiting and employing diverse talent, WHS engaged in targeted talent acquisition efforts to seek out and hire qualified candidates. DDR actively promotes and collaborates with WHS serviced organizations the benefits and value of SEPs and shared OPM resources to recruit, hire, and retain people with disabilities, Hispanics, and under-represented groups. We work with hiring managers, CAMs and WHS serviced organization customers to provide guidance, training, and awareness of special hiring authorities to include: Schedule A, Pathways Program, Volunteer Student Internship Programs (VSIP) and other competitive hiring authorities.

In FY 2020, DDR launched the inaugural cohort of the John S. McCain Strategic Defense Fellows Program, a one-year civilian leadership development program aimed to attract and retain diverse talented individuals with advanced degrees for the commencement of a career track toward senior leadership in the DoD. The inaugural cohort attracted over 87 qualified and diverse applicants from across the U.S.

Communication

In addition to optimizing virtual recruiting platforms, WHS collaborates with the Public Affairs communication team and serviced organizations. In addition, WHS utilizes various communication platforms (social media, blogs, InfoNet, newsletters, articles, etc.) to post job announcements, upcoming events, diversity and inclusion efforts, training, workshops, and hiring efforts to broaden reach of diverse highly desired candidates, fill crucial positions, and promote WHS organization's diverse and inclusive workplace culture.

Demographic Dashboards

The HRD provided leadership reports on Individuals with Targeted Disabilities (IwTDs) and highlighted those components that had met or exceeded our goal of 2% employees with targeted disabilities. DDR also implemented its goal of providing each WHS component with a demographic analysis of the component's populations to inform workforce planning to include recruiting and succession planning. The demographic dashboard includes the following analyses: overall race, gender, national origin (RGNO); senior grades by RGNO and disability status; major occupations by RGNO and disability status; onboard ratio of individuals with targeted and reportable disabilities; veterans; generations; and retirement eligibility.

ELEMENT 4. PROACTIVE PREVENTION

Reasonable Accommodations (RA): WHS ensured all new employees were aware of the RA program and assistive technologies available to modify workspaces and/or effectively help those requesting accommodations with their acclimation to the workplace. Requests for RA were processed within the 30-day timeframe required by Administrative Instruction 114.

Anti-Harassment Policy Statement: The FY 2020 Anti-Harassment policy statement was signed and distributed to the workforce, as well as provided as part of the following training modules: EEO & Diversity, HR & Leadership for New Supervisors, and Team Leader Training. The formal anti-harassment procedures that are separate from the EEO process are currently in coordination to be implemented as a WHS administrative instruction.

PWD Reports (Leadership Meeting): The Agency continued to provide reports to Senior Leaders on a quarterly basis. The report provided data analysis, trends, and the status of the Individuals with Disabilities (IWD) workforce for each Directorate. The Agency's Senior Leaders are committed to increasing and promoting diversity and inclusion, as well as achieving and retaining the DoD goal of 2% of hiring IwTDs. The continued goal for the next fiscal year is to place a strategic focus on increasing and retaining the numbers of IWD within the Agency. DDR also educated WHS about the EEOC goal for federal agencies of 12% employees with reportable disabilities.

ELEMENT 5. EFFICIENCY

Alternate Dispute Resolution (ADR): The ADR Program provided essential services that contributed to the WHS mission by helping employees resolve disputes, address workplace concerns, and manage conflict when it arises. Additionally, the ADR Program provided managers with services to assist in assessing the workplace environment so that issues can be addressed early. In FY 2020, the ADR Program conducted 25 mediations to address EEO complaints of alleged discrimination with a 48% resolution rate and 7 sessions to address non-EEO workplace issues with a 57% resolution rate. The office also facilitated nine climate surveys, three sensing sessions, and three group facilitations. Other activities included conducting ten training sessions titled "Basics of Conflict Management and the ADR Process." EEOP hosted its annual ADR Symposium with workshops, speakers, and various displays showing the benefits and examples of what to expect within the ADR process. The EEO Complaints Manager and the EEO Specialists actively encourage the use of ADR at each stage of the complaint process, providing positive information on ADR and its benefits in EEO related matters.

CMO Office of the Ombudsman: The Office of the Ombudsman provided an informal and confidential forum to hear and help address individual and systemic organizational concerns. In 2020 the Office of the Ombudsman received 263 visitors addressing 382 issues.

Complaints (Status and Update): During FY 2020, 77 pre-complaints resulted in 44 individuals filing formal complaints. There were ten settlements and twenty-three withdrawals (no complaints filed). Most of the formal EEO complaints were based on claims of sex, reprisal, race, disability, and/or age discrimination. ADR was offered 25 times (reflecting approximately a 32% offer rate) and 24 individuals (96%) elected ADR. The Agency continued to utilize the MicroPact iComplaints software to track and process complaints in accordance with regulatory timelines.

ELEMENT 6. RESPONSIVENESS AND LEGAL COMPLIANCE

Compliance with EEOC: WHS fully complied with all Laws, including EEOC Regulations, Orders, Decisions, and Settlements Agreements. All documents requiring legal sufficiency review were coordinated with WHS, Office of General Counsel (OGC). EEOP posted all required No FEAR Act information, provided required training, and timely filed MD-715, EEOC Form 462 reports, and other reports required by EEOC and OPM. WHS timely implemented necessary corrective actions such as facility postings, training, and reviewed disciplinary actions as appropriate.

Office of General Counsel: EEOP continued to maintain a cooperative relationship with WHS OGC and DPAA OGC and consulted on legal issues, matters of mutual interest and sought advice and expertise when dealing with unique situations.

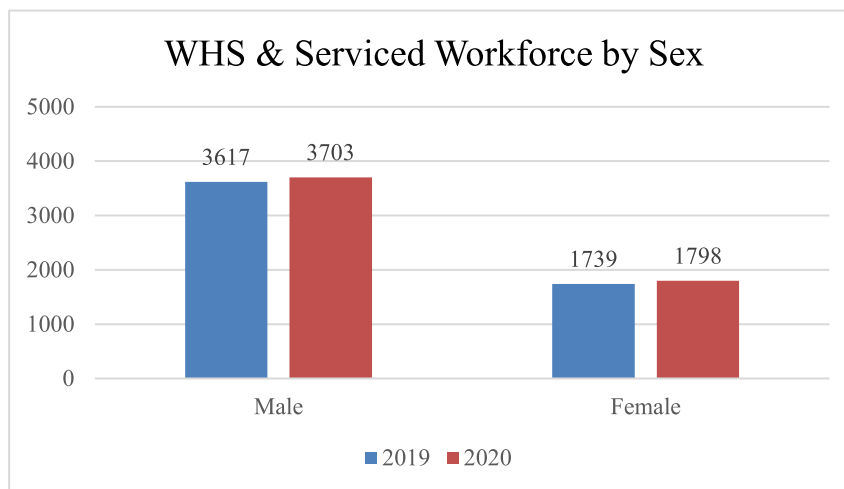
EEO Investigations: Investigations were completed by the DoD, Defense Human Resources Activity (DHRA), Diversity Management Operations Center (DMOC), Investigations and Resolutions Directorate (IRD). EEOP does not control the timeframes for investigations but expected IRD to adhere to the 180 calendar-day timeframe allowed for such investigations. EEOP took proactive steps to ensure that IRD was timely notified of a request for investigations, submitted case files prior to their request for documents, and responded to requests in a timely manner.

EEO, Diversity, and HR Training. WHS proactively engaged in various training efforts that had as a foundation, the EEOC compliance requirements. Trainings included unlawful discrimination on protected bases (to include race and disability), and an overview of WHS workforce statistics based on race, gender, national origin, and disability. One thousand two hundred seventy-four employees, including managers, and team leads received classroom style EEO, Anti-Harassment and Diversity training; the module also included the reasonable accommodations process. The HRD Individual and Organizational Development Division (I&OD) continued to train new supervisors to address challenges they may encounter and provide the knowledge, skills, and tools necessary to successfully manage a diverse workforce.

WORKFORCE ANALYSIS

This year's workforce analysis provides information regarding the current composition of the WHS and Serviced Component workforce and identified multi-year employment trends impacting the workforce as a whole. Demographic data was extracted from the Business Objects Enterprise Reporting Service (BOERS). The U.S. Census Bureau 2010 National Civilian Labor Force (NCLF)¹ census data was used as a benchmark.

At the end of FY 2020, the total workforce (permanent and temporary) of WHS and serviced components increased from 5,356 to 5,501 representing a positive net change of 2.71%. The overall workforce consists of 3,703 (67.32%) males and 1,798 (32.68%) females, representing a net change of 2.38% and 3.39%, respectively.

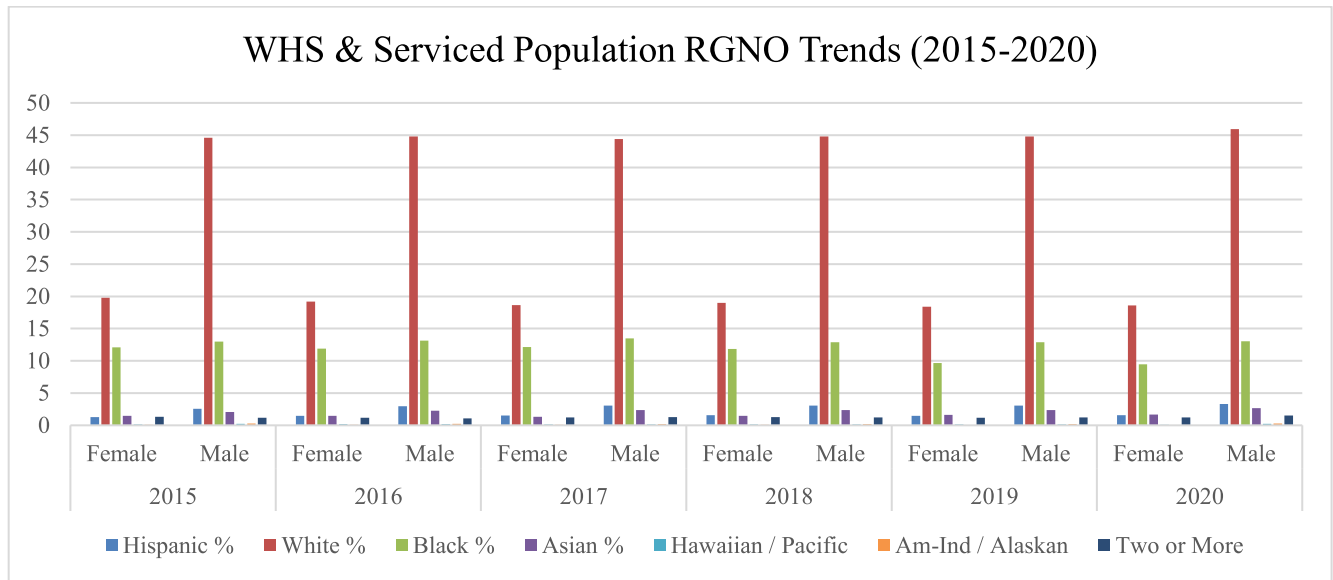


Hispanics (males and females) and White females have low participation rates when compared to the appropriate benchmarks (*Table A-1*):

- Hispanic males – 3.33% versus NCLF of 5.17%
- Hispanic females – 1.55% versus NCLF of 4.79%
- White females – 18.58% versus NCLF of 34.03%

¹ The NCLF is derived from the United States Census and reflects persons 16 years of age or older who were employed or seeking employment, excluding those in the Armed Services. NCLF data used in this report is based on the 2010 Census.

The overall representation of WHS and Serviced Component employees by race/national origin has remained relatively constant over the last five years. Hispanic representation largely remained steady during this period, but remains below the NCLF; for their respective demographics, males are -1.84% below the NCLF; females -3.23% below the NCLF. Representation of White females has steadily declined. White male representation exceeds the NCLF by 7.74%, which is slightly lower than 2019’s differential. Data reflects a greater than expected representation of Black and Native Hawaiian/Pacific Islander employees, as well as employees who identified as two or more races. Conversely, representation of Asian representation is lower than expected when compared to the NCLF (*Table A-1*).



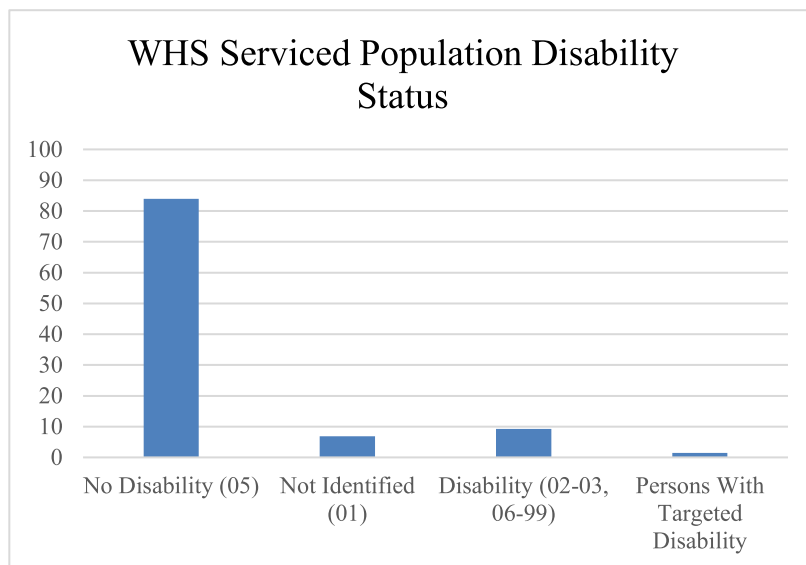
	2015		2016		2017		2018		2019		2020	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Hispanic %	1.26	2.55	1.46	2.96	1.51	3.07	1.55	3.05	1.48	3.05	1.55	3.33
White %	19.78	44.57	19.2	44.77	18.63	44.42	18.99	44.81	18.41	44.81	18.58	45.92
Black %	12.11	12.99	11.87	13.13	12.15	13.46	11.86	12.89	9.66	12.89	9.47	13.02
Asian %	1.47	2.06	1.45	2.28	1.34	2.39	1.47	2.35	1.63	2.35	1.69	2.64
Hawaiian / Pacific	0.15	0.23	0.17	0.2	0.13	0.15	0.13	0.15	0.11	0.15	0.09	0.24
Am-Ind / Alaskan	0.1	0.29	0.06	0.24	0.07	0.2	0.07	0.2	0.02	0.2	0.04	0.27
Two or More	1.32	1.17	1.15	1.08	1.2	1.28	1.27	1.21	1.18	1.21	1.2	1.55

DoD adopted the Federal goal of 2% for hiring PWTB; in addition, WHS strives to meet the goal of 12% of on-board employees with reportable disabilities.² In FY 2020, the Agency hired 43 employees (6.66%) who reported having a disability and 11 employees (1.70%) who reported having a targeted disability. PWTB comprise 1.49% of the workforce of WHS and Serviced Components and increase of 0.26% from 2019. Employees with reportable disabilities are now 9.22% of the total workforce, compared to 8.79% at the end of FY 2019 (*Table B1*).

² EEOC uses the Federal goal (2%) for IwTDB as a benchmark because there is no NCLF for persons with targeted disabilities. This 2% goal is tied to EEOC’s Leadership for the Employment of Americans with Disabilities Initiative. Similarly, the EEOC adopted a Federal goal (12%) of people with reportable disabilities in the Final Rule on Affirmative action for People with Disabilities in Federal Employment, 84 FR 654 (January 3, 2017).

When compared to the Federal goals for employment of people with disabilities:

- PwD³ – 9.22% versus Federal goal of 12%
- PWTD⁴ – 1.49% versus Federal goal of 2%



Upward Mobility Analysis

Consistent with MD-715’s requirement to assess whether any policy, practice, procedure, or condition led to a negative correlation with race, national origin, gender, or disability, WHS reviewed demographic data to determine whether particular groups are hindered from reaching the highest levels of leadership despite their presence in positions that comprise the feeder pools. Additionally, EEOC instructs agencies to identify instances where the participation rate for a group occupying a higher-level position is lower than the corresponding participation rate in the lower-level feeder pools for that positions (*Tables A and B 3-1, 3-2; A and B 4-1; A and B 4-2; A and B 11; and A and B 13*).

In FY 2020, the following groups had a lower representation rate at the higher pay levels as compared to the NCLF:

- Hispanic males at GS-14 and above
- Hispanic females at SES
- White Males at GS-8 and -9.
- White females at GS-7 and -11
- African American males at GS-14 and above
- African American females at GS-15 and above
- Asian females at GS-15
- Employees with targeted disabilities at GS-15 and above

³Reportable disabilities is a physical or mental impairment that substantially limits one or more major life activities (*e.g.* caring for one’s self, performing manual tasks, walking, seeing, hearing, speaking, breathing or learning) or a record of such impairment.

⁴PWTD are a subset of those who have a reportable disability. The criteria EEOC used to select “targeted disabilities” included the severity of the disability the feasibility of recruitment, and the availability of workforce data for this group. OPM modified the definition in 2010 and again in 2016. Targeted disabilities are listed on Table B1-14.

Applicant Flow Data

In FY 2016, HRD acquired access to the applicant flow data directly from the OPM's USA Staffing Manager system. Due to lingering technical issues, WHS again received less than comprehensive applicant flow data for FY 2020, precluding sufficient analysis.

Major Occupations

WHS has seven major occupation groups: general attorney (0905), miscellaneous administration and programs (0301), information technology management (2210), police (0083), management and program analysis (0343), foreign affairs (0130), and security administration (0080). In FY 2020, there were 4,582 permanent employees. Of these permanent employees, there were 175 contracting officers, 655 miscellaneous administration and programs specialists, 107 information technology specialists, 693 police officers, 534 management and program analysts, and 214 foreign affairs specialists. Total males for all but contracting officers participated above the occupational National Civilian Labor Force (NCLF) rates. There were several instances where WHS' employee strength was more than 5% below their occupational NCLF rates, to include White females in all major occupations except 0343 and 1102 and White males in series 1102. Hispanics were underrepresented in all major occupations except for males in the 0803 series. Black/African Americans were strong except in the 0130 job series (*Table A6*).

New Hires

WHS and serviced components hired 361 permanent and 286 temporary employees in FY 2020. Overall, females were hired for permanent positions (35.46%) at a lower rate than males (64.54%). Whites (66.77%) were hired at almost five times the rate of Black/African Americans (16.39%); the next highest hire rate was Asians at 6.64%. A total of 25 Hispanics were hired at a rate of 3.87%. There were 7 permanent and 4 temporary PWDs hired in FY 2020 (*See Table B7 & B7T*).

Employee Recognition and Awards

A review of *Table A9* reflects that males were given more time-off awards than females, as a percent of the workforce. Males received 67.59% of all time-off awards as compared to approximately 32.41% of all time-off awards to females. Similarly, males received a higher percentages of cash awards than females. Consistent with representation in the workforce, White and Black employees received the highest percentage of recognition and awards.

On average, in the category of cash awards \$100-\$500, females received higher cash awards than males (\$424.43 versus \$389.03). A review of *Table B9* depicts the average cash award for PWD was commensurate with all employees across all categories (*See Tables A13 & B13*).

Selections for Internal Competitive Promotions for Major Occupations

At this juncture, WHS does not have access to applicant flow data for internal selections, but will have access to that information through the USA Staffing Cognos application for FY 2020 (*Table A9*).

Employee Separations

There was a total of 651 employee separations, of which 95.4% were Voluntary and 4.6% were Involuntary (*Tables A14 & B14*). Females voluntarily separated at 34.1%, which is higher than overall

representation at 32.68%. Of the 651 separations, 19 (2.9%) were Hispanic, 455 (69.89%) were White, 121 (18.5%) were African American, 30 (4.6%) were Asian, 3 (0.46%) were Native Hawaiian or Pacific Islander, and 16 (2.46%) were Two or More Races. There were 30 involuntary separations of which 40% were females and 60% males. White males, White females, Hispanic females, and Asian males were involuntarily separated at rates higher than their representation in the workforce. There were 11 PwTD (1.69%) who voluntarily separated from the Agency and 1 PwTD (3.33%) who was involuntarily separated, both of which was above their representation in the overall workforce.

Hispanics in the Federal Workforce

The following triggers were identified:

Total workforce:

- Hispanic males – 3.33% versus NCLF of 5.17%
- Hispanic females – 1.55% versus NCLF of 4.79%

Upward mobility analysis:

The following groups had a lower representation rate at the higher pay level as compared to the pay distribution of the total workforce:

- Hispanic males at GS-14 and above
- Hispanic females at GS-14 and above

Hispanic males and females progressed to GS-13 before registering a decrease in representation at the SES level.

Major occupations (Table A6, Permanent):

Hispanics were well underrepresented in all major occupations with the exception of males being overrepresented in the 0083 series.

New Hires (Table A8):

A total of 25 Hispanics were hired at a rate of 3.86%. Both males and females were hired at rates lower than their presence in the NCLF.

Separations (Table A14):

Nine (9) females (1.38%) and 10 males (1.54%) were separated. There was 1 (0.15%) involuntary separation. Voluntary separations were well below NCLF representation.

Solutions:

HRD provides periodic updates to leadership and the workforce on the recruitment and employment of Hispanics/Latinos. Also, consistent with the WHS Targeted Recruitment Plan, HRD provides feedback about current office operations with the goal of determining alternative methods to increase the success of the office's programs. The Plan is based on participation and efforts of WHS leadership, directorates, and

offices, and the HRD Recruitment and Outreach specialists. HRD requested that each office assign a representative to partner with the recruitment and outreach specialists. In 2016, HRD established Customer Account Managers (CAMS) to serve as liaisons between HRD and the customer. The CAMS:

- provide feedback to HRD about operations of their assigned customers;
- assist customers with determining alternative methods to increase the success of the office's programs through utilization of special appointment authorities (e.g., Student Education Employment Program, Temporary Summer Hire Authority, Presidential Management Intern (PMI) authority);
- partner with customers and DDR on opportunities for recruitment and advancement of employees with targeted disabilities, to include Hispanic/Latinos; and
- assist customers with developing customer-specific, office-specific, and occupation-specific hiring from the Hispanic/Latino community.

WHS utilizes student outreach and the Pathways Recent Graduates and Internship programs to broaden WHS' recruitment reach into educational institutions with diverse populations, to include Hispanics/Latinos. We continue to advertise internships, both paid and unpaid, at Hispanic Serving Institutions (HSIs).

HRD, DDR coordinated with the Public Affairs communication team to implement social media recruitment through social media platforms such as: LinkedIn, Facebook, Twitter, and through the DoD Blog. Posted content to include job fairs, new position opportunities, upcoming events, and more relating to the DDR program with a goal to reach a broader audience of highly desired candidates, inclusive of Hispanics/Latinos, to fill the crucial positions in IT, security, and cybersecurity.

The Way Ahead

WHS will renew its barrier analysis effort for 2020, with an attendant review of WHS's policies, practices to leverage diversity, and inclusion in areas to include: recruitment, performance management, training, learning and development, and mentoring. WHS will use data driven strategies to advance representational diversity and inclusion through its 2020 Targeted Recruitment Plan with focus on Hispanic males and females, White females, and People with Disabilities.

As part of the recruitment and training strategies, WHS will integrate social media to publicize use of the special hiring authorities and positions in major occupations with underrepresentation of certain groups. We will incorporate more training of DDR employees and collaboration with customers and customer account managers (CAMS), who are assigned to facilitate human resources services to specific customers in our serviced populations.

WHS will utilize applicant flow data to identify potential barriers to hiring a diverse workforce, and review hiring processes to provide recommendations on the removal of barriers to the inclusion of candidates with disabilities and targeted disabilities.

WHS will continue to develop and advocate for the business case for the establishment of the consolidated reasonable accommodations fund (CRAF).

WHS will continue to develop and implement required policies.

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

I, Regina F. Meiners, am the Principal EEO Director/Official for Washington Headquarters Services (WHS) and WHS serviced components.

Principal EEO Director/Official for

Washington Headquarters Services

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

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

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

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Regina F. Meiners
Acting Director, WHS





July 21, 2021



Date

AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP





Requires the Agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.



 Compliance Indicator	EEO policy statements are up to date.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
		Yes	No	
 Measures				
	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		
	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		
		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
 Measures		Yes	No	
Are managers and supervisors evaluated on their commitment to Agency EEO policies and principles, including their efforts to:				
- resolve problems/disagreements and other conflicts in their respective work environments as they arise?	X			
- address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?	X			
- support the Agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?	X			
- ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?	X			
- ensure a workplace that is free from all forms of discrimination, harassment and retaliation?	X			
- 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.			Publication of Administrative Instruction 8, Disciplinary and Adverse Actions (posted on WHS website)	





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 supervisors 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				
Is the EEO Director under the direct supervision of the Agency head? [see 29 CFR §1614.102(b)(4)]		X		
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?				Not Applicable
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?				Not Applicable
If not, please describe how EEO program authority is delegated to subordinate reporting components.				Not Applicable
 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		
Does the Agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?		X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		X		
Is the EEO Director included in the Agency's strategic planning, especially the Agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the Agency's strategic mission?		X		
 Compliance Indicator	The Agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
Does the EEO Director have the authority and funding to ensure implementation of Agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X		
Are sufficient personnel resources allocated to the EEO Program to ensure that Agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		X		
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		X		




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		Programs are monitored by the Office of EEO Programs
 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		
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		
Does the Agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?		X		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?		X		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]		X		




Is there sufficient funding to ensure that all employees have access to this training and information?		X		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:				
- 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 managers or supervisor's area or responsibility.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate Agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X		
 Compliance Indicator	The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures				
Have timetables 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		
Have timetables or schedules been established for the Agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		X		

Have timetables or schedules been established for the Agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		X		
 Compliance Indicator	When findings of discrimination are made, the Agency explores whether or not disciplinary actions should be taken.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
Does the Agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X		
Has the Agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		X		N/A – One finding of discrimination where the management official is no longer with the Agency.
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		
Essential Element D: PROACTIVE PREVENTION Requires that the Agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
 Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?		X		
When barriers are identified, do senior managers develop and implement, with the assistance of the Agency EEO office, Agency EEO Action Plans to eliminate said barriers?		X		

Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into Agency strategic plans?		X		
Are trend analyses of workforce profiles conducted by race, national origin, sex, and disability?		X		
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex, and disability?		X		
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex, and disability?		X		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex, and disability?		X		
Are trend analyses of the effects of management/personnel policies, procedures, and practices conducted by race, national origin, sex and disability?		X		
Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
Measures		Yes	No	
Are all employees encouraged to use ADR?		X		
Is the participation of supervisors and managers in the ADR process required?		X		
Essential Element E: EFFICIENCY Requires that the Agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the Agency's EEO Programs as well as an efficient and fair dispute resolution process.				
Compliance Indicator	The Agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
Measures		Yes	No	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD 715 and these instructions?		X		
Has the Agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD 715 and these instructions?		X		See Part
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?				N/A – WHS does not have subordinate EEO offices.







Is there a designated Agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the Agency?		X		
Are 90% of accommodation requests processed within the time frame set forth in the Agency procedures for reasonable accommodation?		X		
Compliance Indicator	The Agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the Agency's EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
Measures		Yes	No	
Does the Agency use a complaint tracking and monitoring system that allows identification of the location and status of complaints and length of time elapsed at each stage of the Agency's complaint resolution process?		X		
Does the Agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials, and other information to analyze complaint activity and trends?		X		
Does the Agency hold contractors accountable for delay in counseling and investigation processing times?		X		
<p>If yes, briefly describe how: The Statement of Work in the contract provides stipulations for quality assurance to ensure payment upon adequate completion of work to be performed. IRD monitors investigations; EEOP monitors counselors to ensure timely compliance.</p>				
Does the Agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X		
Does the Agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		X		
Compliance Indicator	The Agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
Measures		Yes	No	
Are benchmarks in place that compares the Agency's discrimination complaint processes with 29 C.F.R. Part 1614?		X		

Does the Agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		X		
Does the Agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		X		
Does the Agency complete the investigations within the applicable prescribed time frame?			X	See Part H-6
When a complainant requests a final Agency decision, does the Agency issue the decision within 60 days of the request?		X		See Part H-6
When a complainant requests a hearing, does the Agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		X		
When a settlement agreement is entered into, does the Agency timely complete any obligations provided for in such agreements?		X		
Does the Agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the Agency?		X		
 Compliance Indicator	There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the Agency's EEO complaint processing program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
In accordance with 29 C.F.R. § 1614.102(b), has the Agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		X		
Does the Agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X		
After the Agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		X		
Does the responsible management official directly involved in the dispute have settlement authority?			X	WHS policy effectively requires second line management to be the settlement authority
 Compliance Indicator	The Agency has effective systems in place for maintaining and evaluating	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an

 Measures	the impact and effectiveness of its EEO programs.	Yes	No	EEOC FORM 715-01 PART H to the Agency's status report
	Does the Agency have a system of management controls in place to ensure the timely, accurate, complete, and consistent reporting of EEO complaint data to the EEOC?	X		
	Does the Agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?	X		
	Does the Agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?	X		
	Do the Agency's EEO programs address all of the laws enforced by the EEOC?	X		
	Does the Agency identify and monitor significant trends in complaint processing to determine whether the Agency is meeting its obligations under Title VII and the Rehabilitation Act?	X		
	Does the Agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD 715 standards?	X		See Part H-7
	Does the Agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?	X		
 Compliance Indicator	The Agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of Agency or other offices with conflicting or competing interests.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
	Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles Agency representation in EEO complaints?	X		
	Does the Agency discrimination complaint process ensure a neutral adjudication function?	X		
	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?	X		

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE

This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

 Compliance Indicator	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
Does the Agency have a system of management control to ensure that Agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?		X		
 Compliance Indicator	The Agency's system of management controls ensures that the Agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
Does the Agency have control over the payroll processing function of the Agency? If Yes, answer the two questions below.			X	Payroll is handled by Defense Finance Accounting Service (DFAS)
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		X		
Are procedures in place to promptly process other forms of ordered relief?		X		
 Compliance Indicator	Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the Agency's status report
 Measures		Yes	No	
Is compliance with EEOC orders encompassed in the performance standards of any Agency employee?		X		
If so, please identify the employees by title in the comments section, and state how performance is measured.		All supervisors and managers have a supervisory performance objective which includes EEO.		
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?		X		
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.				
Have the involved employees received any formal training in EEO compliance?		X		
Does the Agency promptly provide to the EEOC the following documentation for completing compliance?				

Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate Agency official, or Agency payment order dating the dollar amount of attorney fees paid?	X		
Awards: A narrative statement by an appropriate Agency official stating the dollar amount and the criteria used to calculate the award?	X		
Back Pay and Interest: Computer printouts or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate Agency official of total monies paid?	X		
Compensatory Damages: The final Agency decision and evidence of payment, if made?	X		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate Agency official confirming that specific persons or groups of persons attended training on a date certain?	X		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	X		
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or Agency's transmittal letter).	X		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X		
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	X		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X		

EEOC FORM 15-01 PART H-2	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Washington Headquarters Services	For period covering October 1, 2019 to September 30, 2020
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.	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	N/A
OBJECTIVE:	To obtain data and conduct trend analysis of the effects of management/ personnel policies, procedures, and practices on R/NO/G and disability
RESPONSIBLE OFFICIAL:	Director, EEOP
DATE OBJECTIVE INITIATED:	3/10/2015
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2017 – Completed
PLANNED ACTIVITIES TOWARD COMPLETION	TARGET DATE (Must be specific)
EEOP will contact other Federal agencies to identify best practices for meeting this requirement.	6/30/2015 Completed
EEOP will identify the policy, procedure, or practice that will be the subject of a trend analysis in FY 2016.	4/30/2016 Completed
EEOP will discuss with DLA methods of obtaining data on applicants for internal promotions.	6/30/2017 Completed
As trends are examined, if adverse impacts are revealed, EEOP will discuss options with appropriate officials for revising the applicable policy, procedure, or practice.	9/30/2017 New - Completed and ongoing
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
WHS conducted and will continue to conduct a 5-year trend analysis of RGNO data (see Executive Summary, Workforce Analysis). Additionally, for FY 2019, WHS will conduct the 5-year trend for senior grades and disability employment.	

EEOC FORM 715-01 PART H-5	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Washington Headquarters Services	For period covering October 1, 2019 to September 30, 2020
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.	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	WHS does not have access to sufficient applicant flow data to conduct thorough barrier analysis. WHS does not have sufficient form response rates to monitor and ensure that the data received is accurate, received timely, and contains all the required data elements for submitting annual reports to the WHS.
OBJECTIVE:	To provide WHS with access to reliable applicant flow data. To provide WHS with accurate data to conduct ongoing barrier analysis and draft the MD 715 report.
RESPONSIBLE OFFICIAL:	Director, WHS; Director, HRD; Director, EEO
DATE OBJECTIVE INITIATED:	3/01/2012
TARGET DATE FOR COMPLETION OF OBJECTIVE:	6/30/2022
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Create database to store and track EEO data for applicants.	11/15/2019/Completed.
Add optional EEO blanks to application form to capture data.	9/30/2019 ongoing
Start using new application form	10/1/2019 ongoing
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
Created a new database to present candidates to offices in November of 2019. Also created new application form for Special Employment Programs in November 2019. Other efforts at the time left too little time remaining before use of the application form needed to go into use. Will make relatively minor adjustments to form as part of other lessons learned. Data from forms will then be able to be entered into databases and tracked along with candidates, themselves.	
EEOC FORM 715-01 PART H-6	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Washington Headquarters Services	For period covering October 1, 2019 to September 30, 2020

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.	
STATEMENT of MODEL PROGRAM ESSENTIAL	The Agency does not complete investigations within the prescribed time frame.
OBJECTIVE:	To ensure that EEOP has adequate coordination with other entities to achieve timely processing of discrimination complaints.
RESPONSIBLE OFFICIAL:	Director, WHS; Director, EEOP
DATE OBJECTIVE INITIATED:	3/10/2009
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2022
PLANNED ACTIVITIES TOWARD COMPLETION	TARGET DATE (Must be specific)
Continue efforts to improve timeliness of investigations through collaboration with IRD, DHRA, DMOC and training EEO specialists.	9/30/2013 Ongoing
Monitor timeliness of investigations conducted by IRD and provide assistance when needed.	6/30/2015 Completed and ongoing
Work with IRD to identify reasons for delays.	9/30/2015 Completed and ongoing
Evaluate process for issuing Final Agency Decisions to identify areas for improvement.	2/2015 Completed and ongoing
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>In FY20, complaints processing time decreased by 9 percent as compared to FY18 from 196 days to 179 days.</p> <p>On average, WHS processed eleven FADs on the merit per year between FY 2018 and FY 2020, ranging from ten in FY 2019 to 13 in FY 2020. WHS' average processing time to complete a FAD is: 46 days for FY 2018; 58 days for FY 2019; and 42 days for FY 2020. The plan for FY20 and going forward, to ensure compliance with the FAD timeline requirements, will continue with two dedicated staff members, one being the Director, as FAD writers as competencies improve with experience.</p>	

EEOC FORM 715-01 PART H-7	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Washington Headquarters Services	For period covering October 1, 2019 to September 30, 2020
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.	
STATEMENT of MODEL PROGRAM ESSENTIAL	WHS does not track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD 715 standards.
OBJECTIVE:	To obtain data on recruitment efforts to identify potential barriers.
RESPONSIBLE OFFICIAL:	Director, WHS; Director, HRD; Director, EEOP
DATE OBJECTIVE INITIATED:	3/01/2012
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2019 New date: 6/30/2017
PLANNED ACTIVITIES TOWARD COMPLETION	TARGET DATE (Must be specific)
Create database to store and track EEO data for applicants.	11/15/2019 - Completed.
Add optional EEO blanks to application form to capture data.	9/30/2019 ongoing
Start using new application form	10/1/2019
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
Created a new database to present candidates to offices in November of 2019. Also created new application form for Special Employment Programs in November 2019. Other efforts at the time left too little time remaining before use of the application form needed to go into use. Will make relatively minor adjustments to form as part of other lessons learned. Data from forms will then be able to be entered into databases and tracked along with candidates, themselves.	

EEOC FORM 715-01 PART I – 1	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT EEO Plan to Attain the Essential Elements of a Model EEO Program	
Washington Headquarters Services	For period covering October 1, 2019 to September 30, 2020	
PEOPLE WITH TARGETED DISABILITIES (PWTB) WORKFORCE		
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	WHS workforce data (Table B1) indicates that the on-board rate of employees with targeted disabilities is still below the 2% on-board goal. Table B8 (New Hires) shows that WHS and serviced components have not met the 2% hiring goal.	
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	Due to the lack of applicant flow data, it could not be determined where the barriers exist. WHS did receive 200 Schedule A applications, but whether these candidates were qualified is not known.	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the Agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Applicant data showing disability status was not available. WHS does not have a targeted recruitment plan.	
OBJECTIVE: State the alternative or revised Agency policy, procedure or practice to be implemented to correct the undesired condition.	Recruitment efforts directed at this group will be increased, and the Director will continue to stress hiring to meet the goal. WHS will so analyze applicant flow data in 2020.	
RESPONSIBLE OFFICIAL:	Director, WHS; Director, HRD; Director, EEO	
DATE OBJECTIVE INITIATED:	3/09/2009	
TARGET DATE FOR COMPLETION OF	Ongoing	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE		TARGET DATE (Must be specific)
Utilize DefenseReady as a mechanism to track information on Agency vacancies, to include recruitment as available.		9/30/2019 – New date 6/30/2019
Implement the recruitment plan and monitor results via hiring activity.		Completed and ongoing
If necessary, revise the recruitment plan.		Completed and ongoing
Continue to train hiring officials on the requirement to hire people with disabilities and the 2% goal for people with targeted disabilities.		Completed and ongoing

Publicize WHS Directorates and Serviced Components that met the goal.	Completed and ongoing
Conduct recruitment at the Disability Services Offices at local colleges and universities.	Completed and ongoing
Attend local job fairs for people with disabilities.	Completed and ongoing
Coordinate with the Public Affairs communication team to implement social media recruitment through social media platforms such as: LinkedIn, Facebook, Twitter, and through the DoD Blog. Posted content to include job fairs, new position opportunities, upcoming events, and more relating to the Diversity, Disability and Recruitment program with a goal to reach broader audience of highly desired candidates, inclusive of veterans/disabled veterans, to fill the crucial positions in IT, security, and cybersecurity.	Completed and ongoing
Utilize newly hired Customer Account Managers (CAMS) to support customers within the serviced population, to include key strategic analyses as well as human capital requirements.	Completed and ongoing
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>In FY 2020, the Agency hired 43 employees (6.66%) who reported having a disability and 11 employees (1.70%) who reported having a targeted disability. PWTB comprise 1.49% of the workforce of WHS and Serviced Components. Employees with reportable disabilities are now 9.22% of the total workforce, compared to 8.79% at the end of FY 2019.</p>	

<p align="center">EEOC FORM 715-01 PART I – 2</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT EEO Plan to Attain the Essential Elements of a Model EEO Program</p>
<p>Washington Headquarters Services</p>	<p align="center">For period covering October 1, 2019 to September 30, 2020</p>
<p>HISPANIC WORKFORCE</p>	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?</p>	<p>The following triggers were identified</p> <p><i>Total workforce:</i></p> <ul style="list-style-type: none"> • Hispanic males – 3.33% versus NCLF of 5.17% • Hispanic females – 1.55% versus NCLF of 4.79% <p><i>Upward mobility analysis</i> The following groups had a lower representation rate at the higher pay level as compared to the pay distribution of the total workforce:</p> <ul style="list-style-type: none"> • Hispanic males at GS-14 and above • Hispanic females at GS-14 and above <p>Hispanic males and females progressed to GS-13 before registering a decrease in representation at the SES level.</p> <p><i>Major occupations (Table A6, Permanent)</i> Hispanics were well underrepresented in all major occupations with the exception of males being overrepresented in the 0083 series.</p> <p><i>New Hires (Table A1)</i> A total of 1 Hispanics were hired at a rate of 3.57%. Both males and females were hired at rates lower than their presence in the NCLF.</p> <p><i>Separations (Table A14)</i> 9 females (1.38%) and 10 males (1.54%) were separated. There was 1 (0.15%) involuntary separation. Voluntary separations were well below NCLF representation.</p>
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>WHS identified these triggers by analyzing various MD-715 data tables (A1, A4-1, A6, A8, A-9, A-10A-12, & A14). Hispanic males and females are not hired at rates matching their availability in the NCLF. They are also below the occupational CLF in several job series.</p>
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the Agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>While WHS does conduct targeted recruitment, it has not resulted in a higher percentage of applications from Hispanic males and females so that the applicant rate is closer to their ratio in the NCLF.</p>
<p>OBJECTIVE:</p> <p>State the alternative or revised Agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Recruitment efforts will continue to target qualified Hispanic men and women.</p>

RESPONSIBLE OFFICIAL:	Director, HRD; Director, EEOP	
DATE OBJECTIVE INITIATED:	3/10/2009	
TARGET DATE FOR COMPLETION OF	9/30/2020	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	TARGET DATE (Must be specific)	
Implement the recruitment plan and monitor results via applicant flow data.	Completed and ongoing	
Utilize DefenseReady as a mechanism to track information on Agency vacancies, to include recruitment as available.	9/30/2020	
Continue to analyze the separation data.	ongoing	
Analyze separation data to evaluate and explore the correlation between length of service and separation.	9/30/2020	
Obtain Nature of Action Codes for separations and review to determine why Hispanics are leaving the Agency.	Completed and ongoing	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<p>HRD provides periodic updates to leadership and the workforce on the recruitment and employment of Hispanics/Latinos. Also, consistent with the WHS Targeted Recruitment Plan, HRD provides feedback about current office operations with the goal of determining alternative methods to increase the success of the office's programs. The Plan is based on participation and efforts of WHS leadership, directorates, offices, and the HRD Recruitment and Outreach specialists. HRD requested that each office assign a representative to partner with the recruitment and outreach specialists. In 2016, HRD established Customer Account Managers (CAMS) to serve as liaisons between HRD and the customer. The CAMS:</p> <ul style="list-style-type: none"> •provide feedback to HRD about operations of their assigned customers •assist customers with determining alternative methods to increase the success of the office's programs through utilization of special appointment authorities (e.g., Student Education Employment Program, Temporary Summer Hire Authority, Presidential Management Intern (PMI) authority). •partner with customers and DDR on opportunities for recruitment and advancement of employees with targeted disabilities, to include Hispanic/Latinos; and •assist customers with developing customer-specific, office-specific, and occupation-specific hiring from the Hispanic/Latino community. 		

<p align="center">EEOC FORM 715-01 PART I – 4</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT EEO Plan to Attain the Essential Elements of a Model EEO Program</p>	
<p>Washington Headquarters Services</p>	<p align="center">For period covering October 1, 2019 to September 30, 2020</p>	
<p>FEMALES IN THE WORKFORCE</p>		
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?</p>	<p>WHS permanent workforce data (Table A1) reflects a low representation rate for females (32.68%) compared to their availability in the NCLF (48.1%). Specifically, White females (18.58%) are below the NCLF (34.03%).</p>	
<p>BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>WHS identified this trigger by analyzing various MD-715 data tables (A1, A4, A8, A12, & A14). Females are not hired at rates matching their availability in the NCLF. They are also below the occupational CLF in several job series.</p> <p>Applicant flow data was obtained and analyzed. During FY 2020, WHS received an insufficient number of applications from females. Their ratio as a percentage of total applicants was lower than their ratio in the NCLF.</p>	
<p>STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the Agency policy, procedure, or practice that has been determined to be the barrier of the undesired condition.</p>	<p>While WHS does conduct targeted recruitment, it has not resulted in a higher percentage of applications from Females so that the applicant rate is closer to their ratio in the NCLF.</p>	
<p>OBJECTIVE: State the alternative or revised Agency policy, procedure, or practice to be implemented to correct the undesired condition.</p>	<p>Recruitment efforts will target qualified Females. WHS will also attempt to obtain more information on the reasons for separations.</p>	
<p>RESPONSIBLE OFFICIAL:</p>	<p>Director, HRD; Director, EEOP</p>	
<p>DATE OBJECTIVE INITIATED:</p>	<p>3/10/2009; 10/1/2015</p>	
<p>TARGET DATE FOR COMPLETION OF</p>	<p>New date: 9/30/22</p>	
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE</p>		<p>TARGET DATE (Must be specific)</p>
<p>Implement the recruitment plan and monitor results via applicant flow data.</p>		<p>Completed and ongoing</p>
<p>Establish a mechanism to track and present to senior management information on vacancies, to include source of recruitment and diversity of applicants as available.</p>		<p>9/30/2016 and ongoing</p>

Explore ways to improve the number of separating employees who complete the exit survey.	6/2015 New date: 9/30/20
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
A comprehensive recruitment plan consists of strategies targeted for hiring of Females. Part of the strategy will be to establish a rapport and partnerships with Women's and Veterans' organizations/associations, networking events as well as identify methods to attract, train and retain Females to the Agency. WHS anticipates hosting a seminar in conjunction with OPM to explore pathways for women to attain senior executive status and employment.	
EEOC FORM 715-01 PART I - 4	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT EEO Plan to Attain the Essential Elements of a Model EEO Program
Washington Headquarters Services	For period covering October 1, 2019 to September 30, 2020
GS 13 AND ABOVE WORKFORCE	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?</p>	<p>In FY 2020, the following groups had a lower representation rate at the higher pay levels as compared to the NCLF:</p> <ul style="list-style-type: none"> • Hispanic males at GS-14 and above • Hispanic females at SES • African American males at GS-14 and above • African American females at GS-15 and above • Asian females at GS-15 • Employees with targeted disabilities at GS-15 and above
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>The Table A4-2 was analyzed. Each group's participation rate in each pay level was compared to the ratio of the total workforce in that pay level. The above discrepancies were noted.</p>
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the Agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>There is a need to compile relevant data and perform detailed analysis on potential barriers from the GS 13 to SES (e.g., internal selection data and applicant flow data).</p>
<p>OBJECTIVE:</p> <p>State the alternative or revised Agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>WHS will continue to examine workforce data and collect feedback from employees. The impact of hiring Veterans will also be examined.</p>

RESPONSIBLE OFFICIAL:	Director, HRD; Director EEOP
DATE OBJECTIVE INITIATED:	3/09/2009
TARGET DATE FOR COMPLETION OF	9/30/20

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	TARGET DATE (Must be specific)
Establish Special Retention Programs (SRPs)	9/30/2020
Align Special Retention Programs (SRPs) with WHS and Supported Organization Goals	12/31/2020
Maintain and Reinvigorate Special Retention Programs Over Time	ongoing

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE
<p>Similar to how Special Employment Programs incentivize potential new talent to join WHS-supported organizations, Special Retention Programs can incentivize existing talent to remain. WHS efforts along these lines improve overall diversity efforts, though for the purpose of this recruiting strategy, efforts ensure a more robust internal source of candidates to recruit for openings. Efforts to create these programs will begin in the late summer of 2019, targeting groups with lower retention and representation at higher ranks.</p>

EEOC FORM 715-01 PART J	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities
Washington	For period covering October 1, 2019 to September 30, 2020

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. 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 X | No |

The percentage of PWD in the GS-11 to SES cluster was 12.79% in FY 2020, which falls above the goal of 12%.

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

n/a

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

WHS utilized a variety of methods to include Training (HR & Leadership for New Supervisors; annual EEO and Diversity Training); quarterly newsletter, quarterly Leadership meetings, and the annual policy.

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 & Competent Staffing for the Disability Program

- 1. Has the Agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no”, describe the Agency’s plan to improve the staffing for the upcoming year.**

Yes **X** No

n/a

- 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	2		2	ST Pettiford, HR Specialist (Disability Recruitment) s.t.pettiford.civ@mail.mil
Answering questions from the public about hiring authorities that take disability into account	3		3	ST Pettiford, HR Specialist (Disability Recruitment) s.t.pettiford.civ@mail.mil

Processing reasonable accommodation requests from applicants and employees	2		2	Dr. Edna Johnson, Disability and Reasonable Accommodations Program Manager, Edna.e.johnson.civ@mail.mil
Section 508 Compliance	1		4	Theresa Gary, Section 508 Coordinator Theresa.b.gary2.civ@mail.mil
Architectural Barriers Act Compliance	3			Ariam Kloehn, Facility Accessibility Program Manager WHS.Accessibility@mail.mil
Special Emphasis Program for PWD and PWTB	3		3	ST Pettiford, HR Specialist (Disability Recruitment) s.t.pettiford.civ@mail.mil

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

Yes No

Disability Program Manager (EEOC), ADA, and RA Training (NELI)
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B. Plan to Ensure Sufficient Funding for the Disability Program

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

Yes No

n/a

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.

- In FY 2020, the Agency hired 43 employees (6.66%) who reported having a disability and 11 employees (1.70%) who reported having a targeted disability. PWTD comprise 1.49% of the workforce of WHS and Serviced Components. Employees with reportable disabilities are now 9.22% of the total workforce, compared to 8.79% at the end of FY 2019.
- WHS continues to work closely with Gallaudet University and other major local universities and disability interest institutions in the National Capital Region.
- WHS attends prioritized events focused on disabled veterans, individuals with targeted disabilities including the Hiring our Heroes career event.

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.

- Inclusion of a specific statement in vacancy announcements related to Special Appointing Authorities, to include veterans with a disability rating of 30% or more, with links to informative webpages that further explain and clarify those appointment types. (See Attachment B)
- Continue utilization of special hiring authorities and job development programs for veterans, to include veterans with a disability rating of 30% or more. To this end, HRD will continue to educate hiring managers on the use of special appointing authority for 30% or more disabled veterans. Additionally, WHS will seek to include veteran employees with disabilities as recruitment and outreach consultants.
- Continued utilization of OPM shared (Bender) list to place individuals with reportable and targeted disabilities.

- 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.**

WHS created searchable applicant database that can be used for Disabled Veterans, Pathways Interns, and recent graduates. Applicants must submit all supporting documentation to Special Employment Program (SEP) employees, who verify eligibility before adding applicants to the WHS database. Efforts to improve use of the database is ongoing.

- 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 N/A

WHS utilized a variety of methods to include Training (HR & Leadership for New Supervisors; annual EEO and Diversity Training); quarterly newsletter, quarterly Leadership meetings, and the annual policy.

B. Plan to Establish Contacts with Disability Employment Organizations

- 1. Describe the Agency’s efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.**

Special Employment Program employees maintain current relationships with vocational rehabilitation offices, state employment offices, veterans’ organizations, colleges/universities and other facilities to obtain applications from disabled veterans. They participate in a DoD department-wide recruiter’s consortium to share ideas and information to improve recruitment efforts.

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

a. Promotions for MCO (PWD)	Yes	No
b. Promotions for MCO (PWTD)	Yes	No

***WHS was unable to obtain applicant flow data to perform this analysis.**

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

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

A. Advancement Program Plan

1. Describe the Agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The SEP employees endeavor to place PWD/PWTD employees in a billet that has promotion potential, when possible. Managers are encouraged to provide PWD/PWTD employees training for promotion to the next higher grade. DDR works with the Section 508 coordinator to ensure that PWD/PWTD employees are provided appropriate accessible technology to enable them to perform the essential functions of their jobs, as well as participate in training and development opportunities.

B. Career Development Opportunities

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

WHS has a standard training budget to allow employees to explore opportunities within or to stretch outside their functional area. Additionally, over 4,000 online courses are available through iCompass. Detail opportunities are encouraged. WHS also offers competitive Leader Development Programs, to include assessment tools, leadership development workshops (Leading at the Speed of Trust), assessment tools (Myers Briggs, StrengthsFinder, Benchmarks 360 surveys), executive coaching, and competitive leader development programs. These include Executive Leadership Development Program, White House Leadership Program, WHS Aspiring Leader Program, and the Key Executive Leadership Certificate Program, to name a few. WHS informs employees of OPM negotiated tuition reduction partnerships with post-secondary institutions.

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	n/a	n/a	n/a	n/a	n/a	n/a
Fellowship Programs	3	2	0	0	0	0
Mentoring Programs	n/a	n/a	n/a	n/a	n/a	n/a
Coaching Programs	n/a	n/a	n/a	n/a	n/a	n/a
Training Programs	n/a	n/a	n/a	n/a	n/a	n/a
Detail Programs – **no formal detail program	n/a	n/a	n/a	n/a	n/a	n/a
Other Career Development Programs	135	55	8	6	0	0

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 X | No |
| b. Selections (PWD) | Yes | No |

In FY 2020, triggers exist for PWD in all career development programs except at the GS-15 and SES levels.

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 2020, triggers exist for PWTD in all career development programs.

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, & Incentives (PWD) | Yes X | No |
| b. Awards, Bonuses, & Incentives (PWTD) | Yes X | No |

In FY 2020, triggers exist for all PWD and PWTD employee recognition and awards, except PWD in the category of Cash Awards: \$100 - \$500.

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 X | No |
| b. Pay Increases (PWTD) | Yes | No X |

In FY 2020, a trigger exists for PWD who receive a quality step increase when comparing the overall inclusion rate of PWD to the rate of PWD who received quality step increases.

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 | N/A X |
| b. Other Types of Recognition (PWTD) | Yes | No | N/A X |

n/a

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

***WHS was unable to obtain applicant flow data to perform this analysis.**

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

***WHS was unable to obtain applicant flow data to perform this analysis.**

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

*WHS was unable to obtain applicant flow data to perform this analysis.

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

a. New Hires to SES (PWTD)	Yes	No
b. New Hires to GS-15 (PWTD)	Yes	No
c. New Hires to GS-14 (PWTD)	Yes	No
d. New Hires to GS-13 (PWTD)	Yes	No

*WHS was unable to obtain applicant flow data to perform this analysis

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

***WHS was unable to obtain applicant flow data to perform this analysis.**

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

***WHS was unable to obtain applicant flow data to perform this analysis.**

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 |

***WHS was unable to obtain applicant flow data to perform this analysis.**

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 |

***WHS was unable to obtain applicant flow data to perform this analysis.**

Section V: Plan to Improve Retention of Persons with Disabilities

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

A. Voluntary and Involuntary Separations

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

Yes **X** No N/A

n/a

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 |

n/a

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 |

n/a

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

n/a

B. Accessibility of Technology and Facilities

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

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

For information about Section 508:
<http://dodcio.defense.gov/DODSection508.aspx>. Complaints should be addressed to the DoD Office of Diversity, Equity, and Inclusion (ODEI) - <http://diversity.defense.gov>.

- 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.**

For questions or concerns about architectural barriers, individuals may visit <https://my.whs.mil/services/accessibility>. WHS does not have an internet address specific to rights under the Architectural Barriers Act, but complaints must be addressed to the DoD Office of Diversity , Equity, and Inclusion (ODEI).
<https://my.whs.mil/services/accessibility>
.

- 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.**

N/A

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 processing time for accommodation requests in FY 2020 was 10 days. The process has been enhanced by regular training of employees and supervisors. Further, the RAPM, her assistant, and the Team Lead are fully available to advise managers before and during the RA process.

- 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.**

WHS timely processes RA requests and timely approves accommodations. RA training for managers and supervisors is an integral part of the following training: HR and Leadership for New Employee, and EEO and Diversity for Supervisors. The RAPM regularly monitors accommodation requests and advises leadership of any trends.

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.

PAS follow the normal RA process but will require a few additional details in the RA request form.

Requests may be submitted in writing or orally to an employee’s supervisor; another supervisor or manager in the employee’s chain of command; the Director, EEO Office; or the AD, DDR. When such requests require review or consultation, the receiving individual will ensure that such requests are forwarded to the RAPM within 7 calendar days of receipt. Employees may also submit the SD Form 827, “Confirmation of Request for Reasonable Accommodation form to the RAPM

PAS documentation should include:

- Identification of the specific nature, severity, and duration of the impairment.
- A description of which activities of daily living, such as removing and putting on clothing, eating, toileting, maneuvering, orienting, reaching and grabbing items out of reach, traveling, and other related needs, are made difficult as a result of the identified impairment or treatment, including medication.
- Identification and explanation of how the requested personal assistance services will assist the employee who cannot enjoy the opportunities or benefits of employment without personal assistance services

Section VI: EEO Complaint and Findings Data

A. EEO Complaint data involving Harassment

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

Yes No N/A

- 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 N/A

n/a

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

n/a

B. EEO Complaint Data involving Reasonable Accommodation

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

Yes No N/A **X**

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

Yes No **X** N/A

- 3. If the Agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the Agency.**

n/a

Section VII: Identification and Removal of Barriers

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** N/A

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

Yes No **X** N/A

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

Trigger 1		
Barrier(s)		
Objective(s)		
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables		
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
Fiscal Year	Accomplishments			

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

n/a

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

n/a

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.

n/a

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2019 to September 30, 2020

PART A Department or Agency Identifying Information	1. Agency	1. DOD Office of the Secretary/Washington Headquarters Services		
	1.a 2nd level reporting component			
	2. Address	2. 1155 Defense Pentagon		
	3. City, State, Zip Code	3. Washington, DC 22311		
	4. Agency Code 5. FIPS code(s)	4. DD21	5. 8840	

PART B Total Employment	1. Enter total number of permanent full-time and part-time employees	1. 4582
	2. Enter total number of temporary employees	2. 919
	3. TOTAL EMPLOYMENT [add lines B 1 through 2]	4. 5501

PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	Title Type	Name	Title
	Head of Agency	Thomas M. Muir	Director, WHS
	Principal EEO Director/Official	Pamela R. Sullivan	EEOP Director
	Affirmative Employment Program Manager	Kevin Driscoll	Assistant Director, DDR, HRD
	Complaint Processing Program Manager	Patrick Anderson	Program and Complaints Manager, EEOP
	Other EEO Staff	Pamela R. Sullivan	Director, Office of Equal Employment Opportunity Programs

For period covering October 1, 2019 to September 30, 2020

PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	Country	Agency Code
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD01
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD68
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD25
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD06
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD23
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD65
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD08
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD58
	DOD Office of the Secretary/Washington Headquarters Services Alexandria, VA	United States	DD29
	DOD Office of the Secretary/Washington Headquarters Services Washington, DC	United States	OTHER
	DOD Office of the Secretary/Washington Headquarters Services Alexandria, VA	United States	OTHER
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	OTHER

EEOC FORMS and Documents	Required	Uploaded	
Reasonable Accommodation Procedure	Y	Y	
Agency Strategic Plan	Y	Y	
Alternative Dispute Resolution Procedures	Y	Y	
Anti-Harassment Policy and Procedures	Y	Y	
EEO Policy Statement	Y	Y	
Organization Chart	Y	Y	
Personal Assistance Services Procedures	Y	Y	
Diversity Policy Statement	N	N	
Human Capital Strategic Plan	N	N	
Federal Equal Opportunity Recruitment Program (FEORP) Report	N	N	
Disabled Veterans Affirmative Action Program (DVAAP) Report	N	N	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	N	N	
EEO Strategic Plan	N	N	

EXECUTIVE SUMMARY: MISSION

AGENCY MISSION

Washington Headquarters Services (WHS) is the essential services provider for the Office of the Secretary of Defense (OSD), Department of Defense (DoD) agencies, and DoD offices in the National Capital Region. WHS provides a wide range of centralized capabilities to DoD headquarters, OSD, and DoD components, enabling economies of scale for delivering essential administrative services to fulfill the mission of the Department. In 2019, WHS aligned under the Director of Administration in the Office of the Chief Management Officer (CMO).

WHS services are organized into several directorates and specialty offices. These teams of WHS personnel support the mission of our Defense Department customers by managing DoD-wide programs and operations for the Pentagon Reservation, Mark Center, and DoD-leased facilities in the National Capital Region and several locations across the nation. The WHS vision is to remain a creative, results-driven capabilities provider, recognized for excellence: responsible, reliable, resourceful, and relevant.

WHS delivers essential administrative services to assist these components and offices in fulfilling the mission of DoD. Under the leadership of Director Thomas M. Muir, WHS supports the establishment of a model equal employment opportunity (EEO) program as required by the U.S. Equal Employment Opportunity Commission (EEOC), under Management Directive (MD) 715. This report covers WHS and components serviced by WHS.

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM MISSION

The mission of the Office of Equal Employment Opportunity Programs (EEOP) is to foster an inclusive and respectful workplace environment that allows all personnel to succeed as they support the defense of our nation. Our [goals](#) complement the strategic goals of our organization.

The EEOP is responsible for the implementation of: Civilian Equal Employment Opportunity Process, Military Equal Opportunity Process Information and Referral, Affirmative Employment Program, and the Alternative Dispute Resolution Program.

The mission of the Diversity, Disability, and Recruitment Division is to foster a diverse workforce and an inclusive work environment that ensures equal opportunity through program development, workforce analysis, recruitment, retention, and awareness to best serve our customers. DDR conducts strategic workforce analysis, evaluation of policies, practices, and procedures that may benefit diversity and inclusion efforts, and the creation of action plans consistent with the development of a model Equal Employment Opportunity, diversity, and inclusive environment. DDR manages recruiting for

EXECUTIVE SUMMARY: MISSION

all special recruitment program functions for the WHS-serviced organizations, including information concerning employment programs for students, recent graduates, veterans, and individuals with disabilities. DDR also

oversees Reasonable Accommodations for individuals with disabilities who are applicants or employees of WHS-serviced organizations.

DDR is responsible for preparing the DVAAP, FEORP, MD-715, and for managing Special Employment Programs.

MAJOR ACTIVITIES AND ACCOMPLISHMENTS

The following six essential elements of a Model Equal Employment Opportunity Program include the Agency's EEO program and several noteworthy accomplishments in Fiscal Year 2019 (FY 2019).

MODEL EEO PROGRAM STATUS

During FY 2019, WHS addressed EEO program deficiencies reported in prior years. For example, the agency now conducts trend analysis of the effects of management/personnel policies, procedures and practices on EEO groups.

The following program deficiencies may still exist in WHS' EEO and Disability programs:

- The agency's FY 2018 MD-715 report does not include complete workforce data tables, including applicant flow data in tables A/B 7, 9, 11 and 12;
- The agency's anti-harassment policy does not comply with EEOC guidance;
- The agency has not posted its Affirmative Action Plan on its public website;
- The agency has not posted personal assistance services procedures on its public website; The agency has not submitted its updated reasonable accommodation procedures to EEOC for review; and
- The agency does not have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements.

Part H of this report contains WHS planned activities to reach compliance on these deficiencies.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

ELEMENT 1: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP:

WHS Issues Annual Equal Employment Opportunity (EEO) Policy Statements: As is customary each year, five Agency-wide EEO policy statements of: EEO and Diversity, Prevention of Harassment, Employment and Retention of People with Disabilities, Federal Employee Anti-discrimination and Retaliation Act (no FEAR Act), and Alternative Dispute Resolution (ADR) policies were timely reissued and distributed to the workforce during the EEO, Anti-Harassment, and Diversity Training.

7th Annual Senior Executive Diversity Seminar (SEDS): Per DoD requirement, DDR sponsored a mandatory 2-day seminar for all senior leaders newly appointed to the grade of Brigadier General or Rear Admiral and all new members of the Senior Executive Service. The 2019 SEDS curricula included a combination of cultural competency, unconscious bias, the New Inclusion Quotient, a government mandate via Executive Order 13583. The seminar was grounded in science-based research and includes thought-provoking interactive exercise and honest dialogue, as relates to mission accomplishment, team performance and strategic attainment of personnel diversity in order to accomplish the mission of the Department of Defense.

ELEMENT 2. INTEGRATION INTO AGENCY'S STRATEGIC MISSION:

EEOP Director Involvement: The EEOP Director reports directly to the Director of WHS, and met weekly with the Deputy Director of WHS. Additionally, she advised the Director of WHS and senior leaders on strategies that promote an environment free of discrimination. In FY 2019, the EEOP Director attended monthly WHS Leadership staff meetings and kept members apprised of EEO trends, progress, and concerns. In addition, the EEOP Director participated in various forums such as the Human Resource Directorate Customer Focus Forum, Senior Administrative Officers Forum, Defense Diversity Working Group, and the WHS Quarterly Facility Access Task Force, creating a close working relationship within the Agency. The Director also attended the Mark Center Building Council meetings to maintain awareness of facilities logistics as relates to architectural barriers.

State of the Agency Brief: In FY 2019, the EEOP Director presented the annual State of the Agency EEO Briefing to the WHS Director and Deputy Director. The briefing covered an overall assessment of the Agency's performance in each of the six essential elements of the Model EEO Program as well as the progress made in eliminating/reducing barriers to equal opportunity.

Mandatory Training: Over four thousand (4,543) team members completed that WHS mandatory courses which include modules on EEO, Anti-Harassment, Diversity and Inclusion, and ADR.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

Special Hiring Authorities: WHS encouraged the use of available hiring authorities, such as Schedule A Excepted Service Hiring Authority (5CFR 213.3102(u)), Veterans Recruitment Appointment (VRA) authority, the Workforce Recruitment Program for College Students and Recent Graduates with Disabilities (WRP), reasonable accommodations, and operationalizing accessible information and communication technology policies, practices, and procedures. The WHS Acquisition Directorate (AD) accommodated onboard Wounded Warriors' growing needs to prepare them for conversion to the 1102 career field as a competitive acquisition professional.

Recruitment: WHS heavily engaged with hundreds of race-, disability- and gender-based groups at a range of universities. Engagement involved the passing along opportunities, information, and specific invitations to attend small recruiting events being conducted on a campus.

ELEMENT 3. MANAGEMENT AND PROGRAM ACCOUNTABILITY

In FY 2019, the Agency continued to meet its compliance obligations:

DVAAP Report: The report was submitted in November 2019 to the Defense Civilian Personnel Advisory Service. The following accomplishments were highlighted.

- In support of recruiting and employing disabled veterans, Washington Headquarters Services (WHS) engaged in targeted talent acquisition efforts to seek out and hire qualified disabled veteran candidates, increase internal organizational awareness, and promote Special Employment Programs (SEPs). The Diversity, Disability, and Recruitment Division (DDR) under Human Resources Directorate (HRD) spearheaded these efforts, in addition to implementing diversity and inclusion initiatives.
- DDR actively promoted and collaborated with WHS serviced organizations the benefits and value of Special Employment Programs (SEPs) and shared OPM resources (e.g., Feds Hire Vets website) to recruit, hire, and retain disabled veterans and under-represented groups. We worked with hiring managers, Customer Account Managers (CAMs), and WHS serviced organization customers to

provide guidance, training, and awareness of special hiring authorities to include: Schedule A, Veterans Recruitment Appointment (VRA), Veterans Employment Opportunities Act (VEOA), and other competitive hiring authorities.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

- For this year's National Disability Employment Awareness Month, DDR co-hosted the National Employment Awareness Event with Diversity Management Operations Center (DMOC) and the Office of the Inspector General (OIG). The event provided disabled job seekers, including disabled vets, resources and tips for effective elevator speech techniques, resume review, and constructive feedback for successful job interviews.
- DDR provided resume writing workshops, federal hiring authority info sessions, one-on-one assistance, and preliminary interviews at targeted disabled veterans recruiting events, such as the Wounded Warrior Education and Hiring Expo to actively recruit for Facilities Services Directorate (FSD), Pentagon Force Protection Agency (PFPA), and other WHS serviced organizations with critical hiring needs. Other outreach events include:
 - Operation Warfighter, Ft. Belvoir, VA and Walter Reed in Bethesda, MD
 - National Disability Employment Awareness Event, NDEAM
 - Weekly Special Employment Program (SEP) meetings
 - E2I/OWF Outreach Event for Wounded Warriors, Bethesda, MD
 - DoD Veterans Employment Program Office (VEPO) Meetings
 - OPM Recruitment Boot camp (On-site training for supervisors and managers)
 - DoD Recruiters Training
 - DoD Recruiters Consortium
- In coordination with the WHS communication team, WHS utilizes various social media platforms to post job announcements, upcoming events, and disabled veterans hiring efforts to broaden reach of highly desired candidates, fill crucial positions, and promote WHS organization's diverse and inclusive workplace culture.
- WHS continued to provide one-on-one guidance and training on Reasonable Accommodations (RA) aimed to allow individuals with disabilities to apply for a job, perform job functions, enjoy equal access to benefits available to other individuals in the workplace, and most importantly, to thrive and advance within the organization. WHS actively shares RA awareness to supervisors and WHS workforce during Customer Focus Forums, townhalls, leadership meetings, EEO trainings, and Senior Executive Diversity Seminars (SEDS).
- To meet the demand, DDR doubled the size of its Reasonable Accommodations team to support increasing requests and need for interpreters, readers, and Personal Assistance Services (PAS) to all WHS directorates. In addition, DDR developed procedures for PAS to provide workplace task-related assistance for individuals with disabilities.
- Enhancements to iCompass, WHS' web-based learning management system, provided the entire workforce, including disabled employees, easy and convenient access to developmental online course, mandatory trainings and manage Individual Development Plans (IDPs).
- To assist disabled veterans in their development and career advancement, WHS also offered and promoted several DoD and WHS competitive developmental programs, which were open to all qualified candidates to include disabled veterans and under-represented groups.

FEORP Report: The report, submitted to DoD in November 2019, included a short narrative of the Agency's promising practices, strategies, and activities related to Hispanic Employment, Mentoring, Career Development, and Recruitment of Individuals with Disabilities. The following accomplishments were highlighted.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

Workforce Recruitment Plan

In December 2018, the DDR within the Human Resources Directorate (HRD) developed a Workforce Recruitment Plan to serve as a guide to Customer Service Account Managers (CAMs) and Administrative Officers (AOs). The purpose of this plan is to foster a diverse workforce and an inclusive environment that ensures equal opportunity, leveraging Critical Success Factors (CSFs) through which Washington Headquarters Services (WHS) must excel in order to succeed. WHS has leveraged this plan to help the organizations it supports hire qualified and talented individuals, including providing individuals with needed mission critical skills for hard-to-fill positions, while addressing low representation rates of various workforce groups as compared to their availability in the National Civilian Labor Force.

Since the creation of the Talent Acquisition Team, WHS helped recruit and hire diverse talent in serviced organizations in dire need of new talent to fill crucial positions and hard to fill jobs. For instance, special initiatives with the Pentagon Force Protection Agency and WHS Facilities Services Directorate have begun to close large, long-standing staffing shortfalls. The Talent Acquisition Team is also drafting an internship program for the former to help their recruiting efforts even more. WHS also increased its partnership with universities to acquire top-notch and qualified applicants to participate in our Special Employment Programs (SEPs). Engagement with nearly 40 universities and nine (9) military base transition offices yielded a flow of hundreds of applications across twenty fields.

Senior Executive Diversity Seminar (SEDS)

The Senior Executive Diversity Seminar (SEDS) is biannual requirement and fulfills DoD Directive 1350.2 "Department of Defense Military Equal Opportunity (MEO) Program," to provide a mandatory 2-day Senior Executive Equal Opportunity Seminar (SEEOS) to all officers newly appointed to the grade of brigadier general or rear admiral (lower half) and all new members of the Senior Executive Service. Overall, the training introduces senior executives to key elements surrounding diversity, to include both representation and inclusion. This offering places extra emphasis on diversity and inclusion, providing techniques on how to proactively leverage diversity to advance organizational missions, and reduce the instances of equal employment opportunity complaints. The seminar heavily relies upon interactive activities, including a short presentation from all participants.

Seminar topics include:

- Leveraging DiSC assessments to Increase Inclusion
- Impact of Unconscious Bias in the Workplace
- Inclusive Intelligence: The New IQ
- Meaningful Conversations to Promote Effective Communication
- How Good Teams Become Great

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

- Diversity's Impact on Organizational Performance Metrics
- Personal Action Plan Development
- Federal Employee Viewpoint Survey / Workplace Engagement
- Panel: EEO Challenges / Solutions

The seminar provides a holistic approach and touches on key concepts and creative ways to improve diversity and inclusion in their respective organizations. In addition to speaking on "the importance of diversity," leaders and keynote speakers convey their vision regarding change and improving mission performance, and how tapping into the diversity of a workforce to improve teamwork and engagement can achieve those ends.

Special Employment Programs

In support of recruiting and employing diverse talent, Washington Headquarters Services (WHS) engages in targeted talent acquisition efforts to seek out and hire qualified candidates. DDR actively promote and collaborate with WHS serviced organizations the benefits and value of Special Employment Programs (SEPs) and shared OPM resources to recruit, hire, and retain people with disabilities, Hispanics, and under-represented groups. We work with hiring managers, Customer Account Managers (CAMs), and WHS serviced organization customers to provide guidance, training, and awareness of special hiring authorities to include: Schedule A, Pathways Program, Volunteer Student Internship Programs (VSIP), and other competitive hiring authorities.

Communication

In collaboration with the WHS communication team and serviced organizations, WHS utilizes various communication platforms (social media, blogs, InfoNet, newsletters, articles, etc.) to post job announcements, upcoming events, diversity and inclusion efforts, training, workshops, and hiring efforts to broaden reach of diverse highly desired candidates, fill crucial positions, and promote WHS organizations' diverse and inclusive workplace culture.

Demographic Dashboards

The Diversity, Disability, and Recruiting Division (DDR) and Equal Employment Opportunity Program (EEOP) office provided leadership reports on individuals with targeted disabilities (IwTDs) and highlighted those components that had met or exceeded our goal of 2% employees with targeted disabilities. DDR also implemented its goal of providing each WHS component with a demographic analysis of the component's populations to inform workforce planning to include recruiting and succession planning. The demographic dashboard includes the following analyses: overall race, gender, national origin (RGNO); senior grades by RGNO, and disability status; major occupations by RGNO and disability status; onboard ratio of individuals with targeted and reportable disabilities; veterans; generations; and retirement eligibility.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

Audit of Supervisory Critical Element: The team conducted a random sample review of non-SES/SL/ST supervisors' performance plans, which revealed that approximately 69% of this group was or will be rated against an EEO element/standard. WHS continues to identify and strategically reinforce that all non-SES/SL/ST supervisors' performance plans should contain an EEO element/standard.

WHS Accessibility Task Force: WHS maintained the WHS Accessibility Task Force to advocate and provide a voice for persons with disabilities in buildings owned and operated by WHS. WHS and DoD's Office of Diversity, Equity and Inclusion (ODEI) created a smaller sub-committee, the WHS Accessibility Working Group, to address and resolve the accessibility concerns. Both groups meet quarterly to discuss facility accessibility issues and to resolve and address concerns. Facilities Services Directorate (FSD) co-hosted accessibility town halls to solicit input from facility tenants and management, accessibility advocates, and disability program managers.

ELEMENT 4. PROACTIVE PREVENTION

Reasonable Accommodations (RA): WHS ensured all new employees were aware of the RA program and assistive technologies available to modify workspaces and/or effectively help those requesting accommodations with their acclimation to the workplace. Requests for RA were processed within the 30- day timeframe required by Administrative Instruction 114.

Anti-Harassment Policy Statement: The FY 2019 Anti-Harassment policy statement was signed and distributed to the workforce, as well as provided as part of the following training modules: EEO & Diversity, HR & Leadership for New Supervisors, and Team Leader Training. The formal anti-harassment procedures, which are separate from the EEO process, are currently in coordination to be implemented as a WHS administrative instruction.

PWD Reports (Leadership Meeting): The Agency continued to provide reports to Senior Leaders on a quarterly basis. The report provided data analysis, trends, and the current status of the People with Disabilities (PWD) workforce for each Directorate. The Agency's Senior Leaders are committed to increasing and promoting diversity and inclusion, as well as achieving and retaining the DoD goal of 2% of hiring People with Targeted Disabilities (IWTD). The continued goal for the next fiscal year is to place a strategic focus on increasing and retaining the numbers of PWD within the Agency. DDR also educated WHS about the EEOC goal for federal agencies of 12% employees with reportable disabilities.

ELEMENT 5. Efficiency

Alternate Dispute Resolution (ADR): The ADR Program provided essential services that contributed to the WHS mission

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

by helping employees resolve disputes, address workplace concerns, and manage conflict when it arises. Additionally, the ADR Program provided managers with services to assist in assessing the workplace environment so that issues can be addressed early. In FY 2019, the ADR Program conducted 21 mediations to address EEO complaints of alleged discrimination with a 24% resolution rate and seven (7) sessions to address non-EEO workplace issues with an 86% resolution rate. The office also facilitated six (6) climate surveys, five (5) sensing sessions, and two (2) group facilitations. Other activities included conducting 10 training sessions titled "Basics of Conflict Management and the ADR Process." EEOP hosted its annual ADR Symposium with workshops, speakers, and various displays showing the benefits and examples of what to expect within the ADR process. The EEO Complaints Manager and the EEO Specialists actively encourage the use of ADR at each stage of the complaint process, providing positive information on ADR and its benefits in EEO related matters.

CMO Office of the Ombudsman: The Office of the Ombudsman provided an informal and confidential forum to hear and help address individual and systemic organizational concerns. In 2019 the Office of the Ombudsman received 263 visitors addressing 382 issues.

Complaints (Status and Update): During FY 2019, 76 pre-complaints resulted in 45 individuals filing formal complaints. There were 11 settlements and 10 withdrawals (no complaints filed). Most of the formal EEO complaints were based on claims of sex, reprisal, race, disability, and/or age discrimination. ADR was offered 18 times (reflecting approximately a 24% offer rate) and 18 individuals (100%) accepted ADR. The Agency continued to utilize the MicroPact iComplaints software to track and process complaints in accordance with regulatory timelines.

ELEMENT 6. RESPONSIVENESS AND LEGAL COMPLIANCE

Compliance with EEOC: WHS fully complied with all Laws, including EEOC regulations, Orders, Decisions, and Settlements Agreements. All documents requiring legal sufficiency review were coordinated with WHS, Office of General Counsel (OGC). EEOP posted all required No FEAR Act information, provided required training, and timely filed MD-715, EEOC Form 462 reports, and other reports required by EEOC and OPM. WHS timely implemented necessary corrective actions such as facility postings, training, and reviewed disciplinary actions as appropriate.

Office of General Counsel: EEOP continued to maintain a cooperative relationship with WHS OGC, DPAA OGC, and DSCA OGC and consulted on legal issues, matters of mutual interest and sought advice and expertise when dealing with unique situations.

EEO Investigations: Investigations were completed by the DoD, Defense Human Resources Activity (DHRA), Diversity Management Operations Center (DMOC), Investigations and Resolutions Directorate (IRD). EEOP does not control the timeframes for investigations but expects IRD to adhere to the 180 calendar-day timeframe allowed for such investigations. EEOP took proactive steps to ensure that IRD was timely notified of a request for investigations, submitted case files prior to their request for documents, and responded to requests in a timely manner.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

EEO, Diversity, and HR Training. WHS proactively engaged in various training efforts that had as a foundation, the EEOC compliance requirements. Trainings included unlawful discrimination on protected bases (to include race and disability), and an overview of WHS workforce statistics based on race, gender, national origin, and disability. One thousand two hundred seventy-four employees including managers, and team leads received classroom style EEO, Anti-Harassment and Diversity training; the module also included the reasonable accommodations process. The HRD Individual and Organizational Development Division (I&OD) continued to train new supervisors to address challenges they may encounter and provide the knowledge, skills, and tools necessary to successfully manage a diverse workforce.

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

WORKFORCE ANALYSIS

This year's workforce analysis provides information regarding the current composition of the WHS and Served Components' workforce and identified multi-year employment trends impacting the workforce as a whole. Demographic data was extracted from the Business Objects Enterprise Reporting Service (BOERS). The U.S. Census Bureau 2010 National Civilian Labor Force (NCLF)¹ census data was used as a benchmark.

At the end of FY 2019, the total workforce (permanent and temporary) of WHS and serviced components decreased from 6,128 to 5,339 representing a negative net change of 12.9%. Part of this was due to components shifting service arrangements to other servicers. The overall workforce consists of 3,604 (67.5%) males and 1,735 (32.5%) females, representing a net change of -9.04% and -19.9%, respectively.

Hispanics (males and females) and White females have low participation rates when compared to the appropriate benchmarks (*Table A-1*):

- Hispanic males – 3.09% versus NCLF of 5.17%
- Hispanic females – 1.48% versus NCLF of 4.79%
- White females – 18.41% versus NCLF of 34.03%

The overall representation of WHS and Served Components employees by race/national origin has remained relatively constant over the last five years. Hispanic representation largely remained steady during this period, but remains below the NCLF; for their respective demographics, males are -2.08% below the NCLF; females -3.31% below the NCLF. Representation of White females has steadily declined. White male representation exceeds the NCLF by 8.59%, which is slightly lower than 2017's differential. Data reflects a greater than expected representation of Black and Native Hawaiian/Pacific Islander employees, as well as employees who identified as two or more races. Conversely, representation of Asians is lower than expected when compared to the NCLF.

DoD adopted the Federal goal of 2% for hiring lwTD; in addition, WHS strives to meet the goal of 12% of on-board employees with reportable disabilities.² In FY 2019, the Agency hired 34 employees (5.31%) who reported having a disability and seven (7) employees (1.09%) who reported having a targeted disability. lwTD comprise 1.24% of the workforce of WHS and Served Components, and increase of 0.16% from 2018. Employees with reportable disabilities are now 8.82% of the total workforce, compared to 9.20% at the end of FY 2018.

When compared to the Federal goals for employment of people with disabilities:

- PwD₃ – 8.79 versus Federal goal of 12%
- lwTD₄ – 1.23% versus Federal goal of 2%

Upward Mobility Analysis

Consistent with MD-715's requirement to assess whether any policy, practice, procedure, or condition lead to a negative

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

correlation with race, national origin, gender or disability, WHS reviewed demographic data to determine whether particular groups are hindered from reaching the highest levels of leadership despite their presence in positions that comprise the feeder pools. Additionally, EEOC instructs agencies to identify instances where the participation rate for a group occupying a higher-level position is lower than the corresponding participation rate in the lower level feeder pools for that positions. (*Tables A and B 3-1, 3-2; A and B 4-1; A and B 4-2; A and B 11; and A and B 13*).

In FY 2019, the following groups had a lower representation rate at the higher pay levels as compared to the NCLF:

- Hispanic males at GS-14 and above
- Hispanic females at SES
- White males at GS-8 and -9
- White females at GS-7 and -11
- African American males at GS-14 and above
- African American females at GS-15 and above
- Asian females at GS-15
- Employees with targeted disabilities at GS-15 and above

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

Applicant Flow Data

In FY 2016, HRD acquired access to the applicant flow data directly from the OPM's USA Staffing Manager system. Due to lingering technical issues, WHS again received less than comprehensive applicant flow data for FY 2019, precluding sufficient analysis.

Major Occupations

WHS has seven (7) major occupation groups: general attorney (0905), miscellaneous administration and programs (0301), information technology management (2210), police (0083), management and program analysis (0343), foreign affairs (0130), and security administration (0080). In FY 2019, there were 4,477 permanent employees. Of these permanent employees, there were 164 contracting officers, 645 miscellaneous administration and programs specialists, 106 information technology specialists, 681 police officers, 506 management and program analysts, 211 foreign affairs specialists. Total males for all but contracting officers participated above the occupational National Civilian Labor Force (NCLF) rates.

There were several instances where WHS employee strength was more than 5% below their occupational NCLF rates, to include White females in all major occupations except 0343 and 1102 and White males in series 1102. Hispanics were underrepresented in all major occupations except for males in the 0803 series. Black/African Americans were strong except in the 0130 job series. (*Table A6*).

New Hires

WHS and serviced components hired 330 permanent and 310 temporary employees in FY 2019. Overall, females were hired for permanent positions (33.75%) at a lower rate than males (66.25%). Whites (76.7%) were hired at almost five times the rate of Black/African Americans (14.0%); the next highest hire rate was Asians at 4.06%. A total of 17 Hispanics were hired at a rate of 2.66%. There were 22 permanent and 40 temporary PwDs hired in FY 2019 (See *Table B7 & B7T*).

Employee Recognition and Awards

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

A review of *Table A13* reflects that males were given more time-off awards than females. Males received 70.31% of all time-off awards as compared to approximately 29.69% of all time-off awards to females. Similarly, males received higher percentages of cash awards than females. Consistent with representation in the workforce, White and Black employees received the highest percentage of recognition and awards.

On average, in the category of cash awards \$100-\$500, females received higher cash awards than males (\$434 versus \$341). A review of *Table B13* depicts the average cash award for PwD was commensurate with all employees across all categories;. (See *Tables A13 & B13*).

Selections for Internal Competitive Promotions for Major Occupations

At this juncture, WHS does not have access to applicant flow data for internal selections, but will have access to that information through the USA Staffing Cognos application for FY 2019. (*Table A9*)

Employee Separations

There were a total of 665 employee separations, of which 94.9% were Voluntary and 5.1% were Involuntary (*Tables A14 & B14*). Females voluntarily separated at 33.5%, which is higher than erall

overall representation at 32.5%. Of the 665 separations, 20 (3.0%) were Hispanic, 497 (74.7%) were White, 114 (17.1%) were African American, 18 (2.7%) were Asian, 1 (0.2%) was American Indian, and 4 (0.6%) were Two or More Races. There were 34 involuntary separations, of which 29.4% were females and 70.6% males. White males and Black females were involuntarily separated at rates higher than their representation in the workforce. There were 3 lwTD (0.5%) who voluntary separated from the Agency, while none were involuntarily separated, each of which was below their representation in the overall workforce.

Hispanics in the Federal Workforce

The following triggers were identified:

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

Total workforce:

- Hispanic males – 3.09% versus NCLF of 5.17%
- Hispanic females – 1.48% versus NCLF of 4.79%

Upward mobility analysis

The following groups had a lower representation rate at the higher pay level as compared to the pay distribution of the total workforce:

- Hispanic males at GS 14 and above
- Hispanic females at GS 14 and above

Hispanic males and females progressed to GS-13 before registering a decrease in representation at the SES level.

Major occupations (Table A6, Permanent)

Hispanics were well underrepresented in all major occupations with the exception of males being overrepresented in the 0083 series.

New Hires (Table A8)

A total of 17 Hispanics were hired at a rate of 2.7%. Both males and females were hired at rates lower than their presence in the NCLF.

Separations (Table A14)

Separations were well below NCLF representation: 5 females (0.7%) and 15 males (2.3%) were separated (no separations were involuntary).

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

Solutions

HRD provides periodic updates to leadership and the workforce on the recruitment and employment of Hispanics/Latinos. Also, consistent with the WHS Targeted Recruitment Plan, HRD provides feedback about current office operations with the goal of determining alternative methods to increase the success of the office's programs. The Plan is based on participation and efforts of WHS leadership, directorates and offices, and the HRD Recruitment and Outreach specialists. HRD requested that each office assign a representative to partner with the recruitment and outreach specialists. In 2016, HRD established

Customer Account Managers (CAMS) to serve as liaisons between HRD and the customer. The CAMS:

- provide feedback to HRD about operations of their assigned customers;
- assist customers with determining alternative methods to increase the success of the office's programs through utilization of special appointment authorities (e.g. Student Education Employment Program, Temporary Summer Hire Authority, Presidential Management Intern (PMI) authority);
- partner with customers and DDR on opportunities for recruitment and advancement of employees with targeted disabilities, to include Hispanic/Latinos; and
- assist customers with developing customer-specific, office-specific, and occupation-specific hiring from the Hispanic/Latino community.

WHS utilizes student outreach and the Pathways Recent Graduates and Internship programs to broaden WHS' recruitment reach into educational institutions with diverse populations, to include Hispanics/Latinos. We continue to advertise internships, both paid and unpaid, at Hispanic Serving Institutions (HSIs).

HRD, DDR coordinated with the Public Affairs communication team to implement social media recruitment through social media platforms such as: LinkedIn, Facebook, Twitter, and through the DoD Blog. Posted content to include: job fairs, new position opportunities, upcoming events, and more relating to the Diversity, Disability and Recruitment program with a goal to reach a broader audience of highly desired candidates, inclusive of Hispanics/Latinos, to fill the crucial positions in IT, security, and cybersecurity.

The Way Ahead

WHS will renew its barrier analysis effort for 2019, with an attendant review of WHS's policies, practices to leverage diversity and inclusion in areas to include: recruitment, performance management, training, learning and development, and mentoring. WHS will use data driven strategies to advance representational diversity and inclusion through its 2019 Targeted Recruitment Plan with focus on

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

Hispanic males and females, White females, and People with Disabilities.

As part of the recruitment and training strategies, WHS will integrate social media to publicize use of the special hiring authorities and positions in major occupations with underrepresentation of certain groups. We will incorporate more training of DDR employees and collaboration with customers and customer account managers (CAMS), who are assigned to facilitate human resources services to specific customers in our serviced populations.

WHS will utilize applicant flow data to identify potential barriers to hiring a diverse workforce, and review hiring processes to provide recommendations on the removal of barriers to the inclusion of candidates with disabilities and targeted disabilities.

WHS will continue to develop and advocate for the business case for the establishment of the consolidated reasonable accommodations fund (CRAF).

WHS will continue to develop and implement required policies.

EXECUTIVE SUMMARY: PLANNED ACTIVITIES

The Way Ahead

WHS will renew its barrier analysis effort for 2019, with an attendant review of WHS's policies, practices to leverage diversity and inclusion in areas to include: recruitment, performance management, training, learning and development, and mentoring. WHS will use data driven strategies to advance representational diversity and inclusion through its 2019 Targeted Recruitment Plan with focus on Hispanic males and females, White females, and People with Disabilities.

As part of the recruitment and training strategies, WHS will integrate social media to publicize use of the special hiring authorities and positions in major occupations with underrepresentation of certain groups. We will incorporate more training of DDR employees and collaboration with customers and customer account managers (CAMS), who are assigned to facilitate human resources services to specific customers in our serviced populations.

WHS will utilize applicant flow data to identify potential barriers to hiring a diverse workforce, and review hiring processes to provide recommendations on the removal of barriers to the inclusion of candidates with disabilities and targeted disabilities.

WHS will continue to develop and advocate for the business case for the establishment of the consolidated reasonable accommodations fund (CRAF).

WHS will continue to develop and implement required policies.

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2019 to September 30, 2020

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

[Redacted] am the
(Insert Name Above) (Insert official title/series/grade above)

Principal EEO Director/Official for

[Redacted]
(Insert Agency/Component Name above)

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.

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

Date

Signature of Agency Head or Agency Head Designee



Date

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2019 to September 30, 2020

Agency Self-Assessment Checklist





Essential Element: A Demonstrated Commitment From agency Leadership

 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	N/A	
 Measures	A.1. The agency issues an effective, up-to-date EEO policy statement.				
	A.1.a. Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	X			Yes 10/1/2018
	A.1.b. Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2019 to September 30, 2020

Agency Self-Assessment Checklist



 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	N/A	
 Measures	A.2. The agency has communicated EEO policies and procedures to all employees.				
	A.2.a. Does the agency disseminate the following policies and procedures to all employees:				
	A.2.a.1. Anti-harassment policy? [see MD 715, II(A)]	X			Yes
	A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]	X			Yes
	A.2.b. Does the agency prominently post the following information throughout the workplace and on its public website:				
	A.2.b.1. The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	X			Yes
	A.2.b.2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 CFR §1614.102(b)(5)]	X			Yes
	A.2.b.3. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	X			Yes
	A.2.c. Does the agency inform its employees about the following topics:				
	A.2.c.1. EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often and the means by which such training is delivered.	X			Yes
	A.2.c.2. ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	X			Yes
	A.2.c.3. Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	X			Yes
	A.2.c.4. Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	X			Yes
	A.2.c.5. Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR §2635.101(b)] If "yes", please provide how often.	X			Yes
 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
 Measures	A.3. The agency assesses and ensures EEO principles are part of its culture.	Yes	No	N/A	
	A.3.a. Does the agency provide recognition to employees, supervisors, managers and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section. .	X			Yes
	A.3.b. Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2019 to September 30, 2020

Agency Self-Assessment Checklist





Essential Element: B Integration of EEO into the agency's Strategic Mission

 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	N/A	
 Measures	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.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	X			Yes
	B.1.a.1. If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	X			Yes
	B.1.a.2. Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	X			Yes
	B.1.b. Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	X			Yes
	B.1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	X			Yes
	B.1.d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	X			Yes

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 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	N/A	
 Measures	B.2. The EEO Director controls all aspects of the EEO program.				
	B.2.a. Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)] If not, identify the office with this authority in the comments column.	X			Yes
	B.2.b. Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	X			Yes
	B.2.c. Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			Yes
	B.2.d. Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.e. Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	X			Yes
	B.2.f. Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	X			Yes
	B.2.g. If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2); (c)(3)]	X			Yes
 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
 Measures	B.3. The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Yes	No	N/A	
	B.3.a. Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	X			Yes
	B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	X			Yes

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 Compliance Indicator	 Measures	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	N/A	
	B.4. The agency has sufficient budget and staffing to support the success of its EEO program.				
	B.4.a. Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:				
	B.4.a.1. to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	X			Yes
	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]	X			Yes
	B.4.a.11. to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	X			Yes
	B.4.a.2. to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	X			Yes
	B.4.a.3. to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	X			Yes
	B.4.a.4. to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	X			Yes
	B.4.a.5. to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	X			Yes
	B.4.a.6. to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	X			Yes
	B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.	X			Yes
	B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	X			Yes
	B.4.a.9. 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]	X			Yes
	B.4.b. Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	X			Yes
	B.4.c. Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	X			Yes
	B.4.d. Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	X			Yes
	B.4.e. Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	X			Yes

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 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	N/A	
 Measures	B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills				
	B.5.a. Pursuant to 29 CFR §1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program:				
	B.5.a.1. EEO complaint process? [see MD-715(II)(B)]	X			Yes
	B.5.a.2. Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	X			Yes
	B.5.a.3. Anti-harassment policy? [see MD-715(II)(B)]	X			Yes
	B.5.a.4. Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	X			Yes
	B.5.a.5. ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	X			Yes
 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
 Measures		Yes	No	N/A	
	B.6. The agency involves managers in the implementation of its EEO program.				
	B.6.a. Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	X			Yes
	B.6.b. Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	X			Yes
	B.6.c. When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	X			Yes
	B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR §1614.102(a)(5)]	X			Yes

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Essential Element: C Management and Program Accountability

 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	N/A	
 Measures	C.1. The agency conducts regular internal audits of its component and field offices.				
C.1.a. Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X			Yes
C.1.b. Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X			Yes
C.1.c. Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]		X			Yes

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 Compliance Indicator	Measures	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	N/A	
	C.2. The agency has established procedures to prevent all forms of EEO discrimination.				
	C.2.a. Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			Yes
	C.2.a.1. Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	X			Yes
	C.2.a.2. Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	X			Yes
	C.2.a.3. Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			Yes
	C.2.a.4. Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	X			Yes
	C.2.a.5. Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	X			Yes
	C.2.a.6. Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]	X			Yes
	C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]	X			Yes
	C.2.b.1. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]	X			Yes
	C.2.b.2. Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	X			Yes
	C.2.b.3. Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]	X			Yes
	C.2.b.4. Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]	X			Yes
	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, 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, excluding ongoing interpretative services, in the comments column.	X			Yes
	C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]	X			Yes
	C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	X			Yes

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

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 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	N/A	
 Measures	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.				
	C.4.a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	X			Yes
	C.4.b. Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	X			Yes
	C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	X			Yes
	C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	X			Yes
	C.4.e. Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	X			Yes
	C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			Yes
	C.4.e.3. Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X			Yes
	C.4.e.4. Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	X			Yes
	C.4.e.5. Assist in preparing the MD-715 report? [see MD-715, II(C)]	X			Yes
 Compliance Indicator	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	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	N/A	
	C.5.a. Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR §1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	X			Yes
	C.5.b. When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			One finding of discrimination where the management official is no longer with the Agency.
	C.5.c. If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post mortem to discuss lessons learned)? [see MD-715, II(C)]	X			Yes

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 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	N/A	
 Measures	C.6. The EEO office advises managers/supervisors on EEO matters.			N/A	
	C.6.a. Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	X			Yes
	C.6.b. Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	X			Yes

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Essential Element: D Proactive Prevention

 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	N/A	
 Measures	D.1. The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Yes	No	N/A	
	D.1.a. Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	X			Yes
	D.1.b. Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	X			Yes
	D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR §1614.203(d)(1)(iii)(C)]	X			Yes
 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
 Measures	D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Yes	No	N/A	
	D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	X			Yes
	D.2.b. Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	X			Yes
	D.2.c. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	X			Yes
	D.2.d. Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	X			Yes

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 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	N/A	
 Measures	D.3. The agency establishes appropriate action plans to remove identified barriers.	Yes	No	N/A	
	D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	X			Yes
	D.3.b. If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	X			Yes
	D.3.c. Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	X			Yes
 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
 Measures	D.4. The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Yes	No	N/A	
	D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.	X			Yes
	D.4.b. Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR §1614.203(d)(1)(i)]	X			Yes
	D.4.c. Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR §1614.203(d)(1)(ii)(A)]	X			Yes
	D.4.d. 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)]	X			Yes

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Essential Element: E Efficiency

 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	N/A	
 Measures	E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.				
E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?		X			Yes
E.1.b. Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?		X			Yes
E.1.c. Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?		X			Yes
E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.		X			Yes
E.1.e. Does the agency ensure that 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)?		X			Yes
E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?		X			Yes
E.1.g. If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?		X			Yes
E.1.h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?		X			Yes
E.1.i. Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?		X			Yes
E.1.j. If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.		X			Yes
E.1.k. If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]		X			Yes
E.1.l. Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]		X			Yes

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Agency Self-Assessment Checklist

 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	N/A	
 Measures	E.2. The agency has a neutral EEO process.			N/A	
	E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.	X			Yes
	E.2.b. When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	X			Yes
	E.2.c. If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	X			Yes
	E.2.d. Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	X			Yes
	E.2.e. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)]	X			Yes
 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
 Measures	E.3. The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Yes	No	N/A	
	E.3.a. Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	X			Yes
	E.3.b. Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	X			Yes
	E.3.c. Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	X			Yes
	E.3.d. Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	X			Yes
	E.3.e. Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	X			Yes
	E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	X			Yes

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 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	N/A	
 Measures	E.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.				
	E.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:				
	E.4.a.1. Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	X			Yes
	E.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	X			Yes
	E.4.a.3. Recruitment activities? [see MD-715, II(E)]	X			Yes
	E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	X			Yes
	E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]	X			Yes
	E.4.a.6. The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	X			Yes
	E.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	X			Yes
 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
 Measures	E.5. The agency identifies and disseminates significant trends and best practices in its EEO program.	Yes	No	N/A	
	E.5.a. Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	X			Yes
	E.5.b. Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	X			Yes
	E.5.c. Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	X			Yes

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Agency Self-Assessment Checklist



Essential Element: F Responsiveness and Legal Compliance

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

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Agency Self-Assessment Checklist

 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	N/A	
 Measures	F.3. The agency reports to EEOC its program efforts and accomplishments.			N/A	
F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]		X			Yes
F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]		X			Yes

Essential Element: Other

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Plan to Attain Essential Elements

PART H.1

Brief Description of Program
Deficiency:

A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]

To obtain data and conduct trend analysis of the effects of management/ personnel policies, procedures, and practices on R/NO/G and disability groups. WHS conducted and will continue to conduct a 5-year trend analysis of RGNO data (see Executive Summary, Workforce Analysis). Additionally, for FY 2019, WHS will conduct the 5-year trend for senior grades and disability employment.

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Plan to Attain Essential Elements

PART H.2

Brief Description of Program
Deficiency:

A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]

WHS does not have access to sufficient applicant flow data to conduct thorough barrier analysis. WHS does not have sufficient form response rates to monitor and ensure that the data received is accurate, received timely, and contains all the required data elements for submitting annual reports to the WHS. Created a new database to present candidates to offices in November of 2019. Also created new application form for Special Employment Programs in November 2019. Other efforts at the time left too little time remaining before use of the application form needed to go into use. Will make relatively minor adjustments to form as part of other lessons learned. Data from forms will then be able to be entered into databases and tracked along with candidates, themselves.

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Plan to Attain Essential Elements

PART H.3

Brief Description of Program
Deficiency:

A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]

The Agency does not complete investigations within the prescribed time frame. In FY19, complaints processing time increased by 35 percent as compared to FY16 from 179 days to 242 days. On average, WHS processed seven FADs per year between FY 2012 and FY 2017, ranging from four in FY 2017 to 12 in FY 2013. There was a total of ten (10) FADs issued with an average of 58.3 days to issuance for FY2019 and 46 days for FY2018. The plan going forward, to ensure compliance with the FAD timeline requirements, will continue with two dedicated staff members, one being the Director, as FAD writers as competencies improve with experience.

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Plan to Attain Essential Elements

PART H.4

Brief Description of Program
Deficiency:

A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]

WHS does not track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD 715 standards. Created a new database to present candidates to offices in November of 2019. Also created new application form for Special Employment Programs in November 2019. Other efforts at the time left too little time remaining before use of the application form needed to go into use. Will make relatively minor adjustments to form as part of other lessons learned. Data from forms will then be able to be entered into databases and tracked along with candidates, themselves.

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Plan to Attain Essential Elements

PART H.5

Brief Description of Program
Deficiency:

F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]

Payroll is handled by Defense Finance Accounting Service (DFAS). No action can be taken by agency.

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Plan to Eliminate Identified Barriers

PART I.1

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A1	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	WHS identified these triggers by analyzing various MD-715 data tables (A1, A4-1, A6, A8, A-9, A-10A-12, & A14). Hispanic males and females are not hired at rates matching their availability in the NCLF. They are also below the occupational CLF in several job series.	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> Hispanic or Latino Males Hispanic or Latino Females	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name	Description of Policy, Procedure, or Practice
	Hiring	WHS identified these triggers by analyzing various MD-715 data tables (A1, A4-1, A6, A8, A-9, A-10A-12, & A14). Hispanic males and females are not hired at rates matching their availability in the NCLF. They are also below the occupational CLF in several job series.

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
09/30/2019	09/30/2019	Yes			Utilize DefenseReady as a mechanism to track information on Agency vacancies, to include recruitment as available..
09/30/2019	09/30/2019	Yes			Analyze separation data to evaluate and explore the correlation between length of service and separation

Responsible Official(s)

Title	Name	Standards Address The Plan?
Director, Office of Equal Employment Opportunity Program	Pamela R. Sullivan, Director, Office of Equal Employment	No

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2019	<p>The CAMS:</p> <ul style="list-style-type: none"> •provide feedback to HRD about operations of their assigned customers; •assist customers with determining alternative methods to increase the success of the office's programs through utilization of special appointment authorities (e.g. Student Education Employment Program, Temporary Summer Hire Authority, Presidential Management Intern (PMI) authority); •partner with customers and DDR on opportunities for recruitment and advancement of employees with targeted disabilities, to include Hispanic/Latinos; and •assist customers with developing customer-specific, office-specific, and occupation-specific hiring from the Hispanic/Latino community. 	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2018	<p>HRD provides periodic updates to leadership and the workforce on the recruitment and employment of Hispanics/Latinos.</p> <p>Also, consistent with the WHS Targeted Recruitment Plan, HRD provides feedback about current office operations with the goal of determining alternative methods to increase the success of the office's programs. The Plan is based on participation and efforts of WHS leadership, directorates and offices, and the HRD Recruitment and Outreach specialists.</p> <p>HRD requested that each office assign a representative to partner with the recruitment and outreach specialists. In 2016, HRD established Customer Account Managers (CAMS) to serve as liaisons between HRD and the customer.</p>

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Plan to Eliminate Identified Barriers

PART I.2

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A1	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	WHS permanent workforce data (Table A1) reflects a low representation rate for females (35.3%) compared to their availability in the NCLF (48.1%). Specifically, White females (18.63%) are below the NCLF (34.03%).	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> All Women	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name Recruitment	Description of Policy, Procedure, or Practice While WHS does conduct targeted recruitment, it has not resulted in a higher percentage of applications from Females so that the applicant rate is closer to their ratio in the NCLF. WHS will also analyze applicant flow data in 2018.

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
03/10/2009	09/30/2019	Yes			Recruitment efforts will target qualified Females. WHS will also attempt to obtain more information on the reasons for separations.

Responsible Official(s)

Title	Name	Standards Address The Plan?
Director, HRD	Christopher Kapellas	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2019	Implement the recruitment plan and monitor results via applicant flow data.	Yes		

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Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
2018	A comprehensive recruitment plan consists of strategies targeted for hiring of Females. Part of the strategy will be to establish a rapport and partnerships with Women's and Veterans' organizations/associations, networking events as well as identify methods to attract, train and retain Females to the Agency. WHS anticipates hosting a seminar in conjunction with OPM to explore pathways for women to attain senior executive status and employment.

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Plan to Eliminate Identified Barriers

PART I.3

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A4	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	The Table A4-2 was analyzed. Each group's participation rate in each pay level was compared to the ratio of the total workforce in that pay level. The above discrepancies were noted.	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> Hispanic or Latino Males Hispanic or Latino Females Black or African American Males Black or African American Females	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name	Description of Policy, Procedure, or Practice
	Internal Selection	There is a need to compile relevant data and perform detailed analysis on potential barriers from the GS 13 to SES (e.g., internal selection data and applicant flow data).

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
03/10/2009	09/30/2019	Yes			WHS will continue to examine workforce data and collect feedback fr

Responsible Official(s)

Title	Name	Standards Address The Plan?
Director, HRD	Christopher Kapellas	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2019	Establish Special Retention Programs (SRPs)	Yes		

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
12/31/2019	Align Special Retention Programs (SRPs) with WHS and Supported Organization Goals	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2012	Similar to how Special Employment Programs incentivize potential new talent to join WHS-supported organizations, Special Retention Programs can incentivize existing talent to remain. WHS efforts along these line improve overall diversity efforts, though for the purpose of this recruiting strategy, efforts ensure a more robust internal source of candidates to recruit for openings. Efforts to create these programs will begin in the late summer of 2019, targeting groups with lower retention and representation at higher ranks.