

U.S. ARMY FORCES COMMAND FY22 MD715 Annual EEO Report



GEN Andrew P. Poppas



CSM Todd W. Sims



LTG Paul T. Calvert



MG Windsor S. Buzza



"LEADERSHIP COMMITMENT"



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
4700 KNOX STREET
FORT BRAGG, NC 28310-5000

AFPE-EE


6 January 2023

MEMORANDUM FOR Headquarters, Commands Reporting Directly to U.S. Army
Forces Command

SUBJECT: Fiscal Year 2022 (FY22) Management Directive (MD) 715 Annual Equal
Employment Opportunity (EEO) Program Status Report

1. U.S. Army Forces Command (FORSCOM) remains committed to Equal Employment Opportunity; Diversity, Equity, Inclusion, and Accessibility; and being an employer of choice where all individuals are treated with dignity and respect.
2. Enclosed is the FY22 MD 715 Annual EEO Program Status Report. This report captures civilian demographics, accomplishments, noteworthy initiatives, and action plans for FY23.
3. I reaffirm FORSCOM's dedication to EEO and ask for your continued support with this effort.

Encl



ANDREW P. POPPAS
General, USA
Commanding

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EEOC FORM 715-01 PART A - D			
For period covering October 1, 2020, to September 30, 2021.			
PART A Department or Agency Identifying Information	1. Agency		U.S. Army Forces Command
	1.a. 2 nd level reporting component		U.S. Army Reserve Command
	1.b. 3 rd level reporting component		
	1.c. 4 th level reporting component		
	2. Address		4700 Knox Street
	3. City, State, Zip Code		Fort Bragg, NC 28310
	4. Agency Code	5. FIPS Code	[REDACTED]
PART B Total Employment	1. Enter total number of permanent workforce		12,463
	2. Enter total number of temporary workforce		98
	3. Enter total number employees paid from non-appropriated funds		0
	TOTAL Workforce [add lines]		12,561
PART C.1 Head of Agency and Head of Agency Designee	Agency Leadership		Name & Title
	1. Head of Agency		General Andrew P. Poppas, Commanding General
	2. Head of Agency Designee		LTG Paul T. Calvert, Deputy Commanding General
EEO Program Staff		Name, Title, Series, Pay Plan and Grade	
PART C.2 Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Principal EEO Director/Official		Paulette Reese, EEO Director, GS-0260-15
	2. Affirmative Employment Program Manager		Paulette Reese, EEO Director, GS-0260-15
	3. Complaint Processing Program Manager		Rachel M. Barnes, EEO Specialist, GS-0260-13
	4. Disability Program Manager		Rachel M. Barnes, EEO Specialist, GS-0260-13
	5. Other Responsible EEO Staff		
	6.		
	7.		
	9.		

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For period covering October 1, 2020, to September 30, 2021.		
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	Agency and FIPS Codes
	1st Cav Div, Fort Hood, TX	ARFC/3810
	1st ID, Fort Riley, KS	ARFC/3760
	101st Abn Div, Fort Campbell, KY	ARFC/0600
	32nd AAMDC, Fort Bliss, TX	ARFC/2320
	XVIII Abn Corps, Fort Bragg, NC	ARFC/2560
	JRTC, Fort Polk, LA	ARFC/22011
	NTC, Fort Irwin, CA	ARFC/06071
	I Corps, Joint Base Lewis-McChord, WA	ARFC/5303
	82nd Abn Div, Fort Bragg, NC	ARFC/2560
	ATSCOM, Fort Rucker, AL	ARFC/01
	1st AD, Fort Bliss, TX	ARFC/2320
	7th ID, Joint Base Lewis-McChord, WA	ARFC/5303
	3rd ID, Fort Stewart, GA	ARFC/7520
	USARC, Fort Bragg, NC	ARFC/37051
	First Army, Rock Island, IL	ARFC/1960
	20th CBRNE, Aberdeen Proving Ground, MD	ARFC/24001
	III Armored Corps, Fort Hood, TX	ARFC/3910
	4th ID, Fort Carson, CO	ARFC/8041
	10th Mountain Div, Fort Drum, NY	ARFC/36045
	SFAC, Fort Bragg, NC	ARFC/2560

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PART D.2 Mandatory and Optional Documents for this Report	Did the agency submit the following documents	Please respond Yes or No	Comments
	Organizational Chart	Y	
	462 Report	Y	
	EEO Policy	Y	
	Anti-harassment Policy	Y	
	Disabled Veterans Affirmative Action Plan	Y	
	FEORP	Y	
	Facility Accessibility Surveys		

715-01 Part E

EXECUTIVE SUMMARY

Introduction:

This report provides a comprehensive look into data on the command's Civilian population compared to the National Civilian Labor Force (NCLF)¹; an overview of challenges that could derail progress towards attaining a model EEO program; detailed action plans to address identified deficiencies; and accomplishments/best practices in EEO, diversity, equity, inclusion, and human resources.

Database Information:

The workforce data was retrieved from the Defense Civilian Personnel Database Systems (DCPDS) and the Army Complaints Tracking Systems (I-Complaints). This report uses the Federal Information Process Standards (FIPS) code 37051 (Fort Bragg, North Carolina). The FIPS code is representative of the statistical area in which the FORSCOM headquarters is located. The NCLF statistics are used because U.S. Army Forces Command (FORSCOM) employees are geographically located throughout the United States.

Organizational Information:

FORSCOM is the largest Army command and provider of expeditionary, regionally engaged, campaign capable land forces to combatant commanders. Its mission is to train and prepare a combat ready, globally responsive Total Force to build and sustain readiness to meet Combatant Command requirements. FORSCOM's vision is to provide combat ready and globally responsive Total Army Forces that are well led, disciplined, trained, and expeditionary... ready now to deploy and win in Large Scale Combat Operations against near peer threats.² FORSCOM's priorities remain unchanged: "People" - Our Army's people are our greatest strength and our most important weapon system. We must take care of our people and treat each other with dignity and respect; "Readiness" - Army leaders have a sacred obligation to build cohesive teams that are highly trained, disciplined, and fit that can win on any battlefield. We must be ready to defeat any adversary, anywhere, whenever called upon, under any condition; and "Modernization" - The 2018 National Defense Strategy directs the Army to shift focus from irregular warfare to great power competition. We are at a critical inflection point, and we must aggressively pursue the Army's modernization efforts in order to maintain our competitive edge.

This report also includes data for the U.S Army Reserve Command (USARC), FORSCOM's largest subordinate command. The Army Reserve mission is to provide trained, equipped, and ready Soldiers and cohesive units to meet global requirements across the full spectrum of operations. Army Reserve civilian employees work in locations throughout the world. More than 60% of all employees occupy positions that require dual status. Dual status is a congressional requirement that the employee must maintain membership in the Army Reserve as a condition of employment. Therefore, most of the Army Reserve Civilian workforce are also Army Reserve Soldiers.

¹ The NCLF is defined as those occupations in the national labor market (non-institutionalized individuals 16 years of age or older, employed or unemployed, U.S. citizens and non-U.S. citizens) that are directly comparable or relevant to occupations at FORSCOM.

² The public web site: <https://www.forscom.army.mil>

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Additional information about the Army Reserve organizational structure and mission can be found at: www.usar.army.mil. The USARC EEO Office provides both staff and operational level EEO support to employees on all Reserve installations.

FORSCOM EEO provides strategic advice, technical support, and oversight of the Commanding General's EEO program. The EEO Office monitors Civilian workforce changes and provides guidance to assist in achieving a workforce that reflects our Nation's diversity. FORSCOM EEO collaborates with the Civilian Personnel Advisory Center (CPAC), the FORSCOM Human Resources Division (HRD), and Labor Counselors to advise Commanders and Senior Leaders on all Civilian employee matters, with an emphasis on promoting diversity and eliminating unlawful discrimination. The Fort Bragg Garrison EEO Office is responsible for providing complaint processing services support to FORSCOM; they are under the jurisdiction of the Army Material Command.

EEO Mission

To advise and assist leaders to eliminate employment discrimination, improve diversity in the workplace, and create an environment where all FORSCOM employees are valued, respected, and free to develop and perform to their fullest potential.

Diversity Mission

To develop and implement a strategy that contributes to mission readiness while transforming and sustaining the Army as a national leader in diversity.

FY23-29 FORSCOM Diversity Inclusion and Accessibility (DEIA) Strategic Plan

The FORSCOM DEIA Strategic Plan articulates the command vision to be the national leader for embracing the strength of diversity in an inclusive environment. This plan is intended to be a living document and fully supports the Army People Strategy and identifies actions that emphasize leadership, people, structure, training and education, and the work environment to meet our goals. The DEIA plan provides an overarching construct which encourages commitment and creates alignment across the Command and will enable Forces Command to harness the competitive advantages that diversity and inclusion affords.

The following DEIA initiatives were executed in FY22:

- The FORSCOM DEIA Working Group updated the strategic plan. The group meets monthly for one hour and as required for special projects or training events.
- EEO in collaboration with FORSCOM Knowledge Management developed the FORSCOM DEIA webpage. The webpage is designed to improve communications regarding DEIA across the FORSCOM footprint. The workforce will be provided an opportunity to highlight command "best practices" and share stories that focus on creating an environment where diversity, equity, inclusion, and accessibility become a priority for all employees in the command.
- FORSCOM executed its first DEIA Council meeting on 25 August 2022 and meets on a quarterly basis. The Council is chaired by the DCG, to contribute and be fully nested in the Army DEIA Council; and serve as a forum for senior leaders to collaborate on directorate/subordinate command initiatives to effectively promote DEIA across the command.

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FY22 FORSCOM EEO Program Evaluation

The U.S. Army Equity and Inclusion (E&I) Agency conducted an EEO Program Evaluation on 7-11 February 2022. The Army E&I Agency serves as the proponent for the Army EEO program and provides authoritative direction for the Army's EEO programmatic areas to include the development of policy, advisory services, and oversight for implementing guidance. The main areas of emphasis for the program evaluation included the overall EEO mission; functional operations; and programmatic alignment. There were several interviews conducted with key stakeholders; second-line managers; and EEO program managers. In addition to the interviews, three listening sessions were hosted with the following groups: non-supervisors, supervisors, and an open forum. The FORSCOM EEO program has made great strides in integrating EEO into the strategic mission of the Command as evidenced through its robust efforts in awareness, responsiveness, strategic communications, and effective partnerships. All areas of the EEO program are considered "Compliant" with the exception of the items listed below:

- EEO Director's reporting structure and alignment. MD-110 states the following: "In order to maintain and exercise the independent authority required of the position, the EEO Director cannot be placed under the supervision of the agency's Chief Human Capital Officer or other officials responsible for executing and advising on personnel actions." The EEO Director's current rating scheme is considered "non-compliant" pursuant to applicable statutory guidance.
- The EEO Complaints Program and Disability Program Manager positions are held by one person; this is currently in conflict with the separation of duties and responsibilities. A separation between the two is required. The office should be better staffed to monitor and oversee conflict of interest, EEO complaints, and compliance processes.

Overall, FORSCOM has built an EEO program that recognizes the value of diversity, equity, inclusion, and accessibility and is well postured to continue to train and prepare a combat ready and globally responsive total force.

Summary Analysis of Workforce

In Fiscal Year 2022 (FY22), the Civilian workforce consisted of roughly 12,561 employees; males represented 68.6 percent and females represented 31.4 percent. In FY22, the overall Civilian population decreased by 4.9 percent (657 employees) compared to FY21. Figure 1 shows the representation of the total Civilian workforce by Ethnicity, Race, and Identification (ERI).

In comparison to FY22 workforce data, the following ERI and Gender groups exceeded their respective NCLF representation: Hispanic or Latino Male, White Male, Black or African American Male and Female, Asian Male, Native Hawaiian or other Pacific Islander Male and Female, and American Indian or Alaskan Native Male. However, the following ERI and Gender groups were at or below their respective NCLF representation: Hispanic or Latino Female, White Female, Asian Female, and American Indian or Alaskan Native Female, and Two or More Races Male and Female. Furthermore, FORSCOM representation in the following groups met or exceeded Army: Hispanic or Latino Male/Female, White Male, Black or African American Male/Female, Asian Male, Native Hawaiian or other Pacific Islander Male, and American Indian or Alaskan Native Male/Female.

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Figure 1:
Ethnicity Race and Identification (ERI) by FY Comparison to NCLF

ERI/Gender	FORSCOM FY21 (13,218)	FORSCOM FY22 (12,561)	Army FY22	NCLF 2018
Hispanic or Latino Male	8.9%	9.0%	4.9%	6.8%
Hispanic or Latino Female	4.3%	4.4%	3.4%	6.2%
White Male	45.2%	45.2%	42.6%	35.7%
White Female	15.3%	15.6%	24.5%	31.8%
Black or African American Male	10.1%	10.2%	7.9%	5.7%
Black or African American Female	9.3%	9.2%	8.1%	6.6%
Asian Male	1.9%	2.6%	2.4%	2.2%
Asian Female	0.9%	1.2%	2.3%	2.2%
Native Hawaiian or other Pacific Islander Male	0.5%	0.5%	0.4%	0.1%
Native Hawaiian or other Pacific Islander Female	0.3%	0.2%	0.3%	0.1%
American Indian or Alaskan Native Male	0.4%	1.0%	0.4%	0.3%
American Indian or Alaskan Native Female	0.2%	0.6%	0.3%	0.3%
Two or More Races Male	1.6%	0.1%	1.3%	1.0%
Two or More Races Female	1.1%	0.1%	1.1%	1.0%

Distribution by Gender:

During FY22, the participation rate of females in the workforce remained unchanged at 31.4 percent. The representation of women was still less than expected when compared to Army at 39.0 percent and the NCLF at 48.2 percent. Female representation in FORSCOM has historically remained stagnant and significantly below the NCLF (FY15 = 32.4%; FY16 = 31.8%; FY17 = 31.7%; FY18 = 31.5%; FY19 = 31.8%; FY20 = 31.5%; and FY21 = 31.4%). EEO staff monitors hiring and attrition rates, voluntary retirement, and promotion rates to determine the possibility or existence of potential barriers for females in the workforce. Male representation in FORSCOM has historically increased slightly over the past several years (FY15 = 67.5%; FY16 = 68.2%; FY17 = 68.3%; FY18 = 68.5%; FY19 = 68.2%; FY20 = 68.5%; and 68.6% in FY21); predominantly non-white male. Furthermore, Male representation in FORSCOM 68.6 percent exceeded their Army representation at 61.0 percent and NCLF at 51.8 percent.

Individuals with Disabilities:

Individuals with Disabilities (IWD) represented 26.2 percent (3,294 employees) of the total Civilian workforce (12,561). The participation rate of IWDs in the GS-10 and below was 23.8 percent (1,829 employees of 7,680) and 30 percent (1,465 employees of 4,881) were GS-11 and above.

Both groups exceeded the 12 percent goal for IWDs. It is noteworthy to mention that even though 60 percent of the Civilian workforce are “dual status” military technicians, FORSCOM still exceeded the 12 percent goal of employing IWD.

Individuals with Targeted Disability (IWTD) represented 2.6 percent (327 employees) of the total Civilian workforce which was an increase compared to FY21 (2.2 percent). FORSCOM has exceeded the 2 percent goal of employing IWTDs; which is a significant accomplishment and represents five years of exceeding this goal. The participation rate of IWTDs at the GS-10 and below was 2.2 percent (171 employees of 7,680) and GS-11 and above was 3.2 percent (156 employees of 4,881). Both groups exceeded the 2.0 percent goal for employing IWTDs. FORSCOM EEO

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promotes resurveying the workforce; the use of Schedule A hiring authority; and participation in the Department of Labor’s Workforce Recruitment Program (WRP) on an annual basis. FORSCOM HRD sent communication via the Civilian Human Resource Management Messaging to remind civilian employees to review and update their disability status. The purpose was to distribute the Employee Self-Identification of Disability Status Memorandum and Fact Sheet to all civilian employees, to obtain accurate disability data in support of the Department of the Army's commitment to be a model employer of individuals with disabilities.

Reasonable Accommodations (RA):

FORSCOM EEO staff provides comprehensive training and guidance to the workforce on Army’s RA procedures. There were 72 reported RA requests processed in FY22, a slight decrease compared to 85 reported requests in FY21. There were three RA requests that were untimely or completed outside the 30-business day timeline (95 percent timely rate); and four RA requests were denied in FY22. A legal review was conducted on the proposed denials prior to informing the requestor. FORSCOM EEO will continue to provide training and education to employees and supervisors on Army Regulation (AR) 690-12 Appendix C. Seven RA training sessions were provided to new employees during “New Employee Onboarding” in FY22. Telework was the most requested accommodation followed by ergonomic equipment. Below are the types of accommodations requested and the estimated value of the accommodations.

**Figure 2:
Reasonable Accommodations**

Types of Accommodations Requested	Number Requested	Number Granted	Value of Accommodations
Telework/modification of work schedule	39	38	\$0.00
Equipment (ergonomic/assistive technology)	23	23	\$9,909.79
Reassignment/Alternate Work Location	5	3	\$0.00
Flexible Leave/Advanced Leave	2	2	\$0.00
Salvia COVID Testing	1	0	\$0.00
Others	2	2	\$0.00

Disabled Veterans Affirmative Action Program (DVAAP) Report:

During FY22, Veterans represented 91.4 percent (11,485) of the total civilian workforce. Disabled Veterans represented 28.6 percent (3,593) of the civilian workforce, which is a slight decrease of 3.3 percent (122 employees) compared to FY21 (3,715) disabled Veterans. The 30% or more Disabled Veterans represented 24.7 percent (3,101) of the civilian workforce, which is a slight decrease of 2.2 percent (69 employees) compared to FY21 (3,170). Although FORSCOM experienced slight decreases in FY22, the overwhelming majority of FORSCOM's civilian population consists of Disabled Veterans. FORSCOM maximizes the use of the Veterans' Re-adjustment Appointing (VRA) authority and the 30 percent disabled Veteran appointing authority. Veterans, especially disabled Veterans, make significant contributions in support of the command's overall mission.

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Distribution of GS/GG 12 and Above Salary by ERI and Gender:

The chart below provides a snapshot of basic pay rates for GS/GG (12-15) employees FORSCOM wide. The absence of salary data for some groups is consistent with the zero representation in the higher grade levels. In general, the salary cap for White Males in the GS/GG 12-13 grade levels is slightly higher compared to other minority groups. There are different aspects in salary ranges that will cause fluctuation in the overall pay rate (e.g., the steps within each grade level, specialty occupations, and length of time at that grade level, just to name a few). The data below only provides a general picture and does not incorporate other variables to draw conclusions using commonly acceptable statistical methods and principles.

Figure 3:
GS/GG Salary Distribution by Grade Level

ERI/Gender	GS/GG 12 (%) (base pay rate)	GS/GG 13 (%) (base pay rate)	GS/GG 14 (%) (base pay rate)	GS/GG 15 (%) (base pay rate)
Hispanic or Latino	9.7% (\$68,299 – 112,617)	8.9% (\$81,216 – 105,579)	6.2% (\$99,170 – 124,764)	6.7% (\$116,653 – 139,213)
White	60.8% (\$68,299 – 134,496)	62.6% (\$81,216 – 140,386)	71.3% (\$95,973 – 124,764)	78.7% (\$112,890 – 146,757)
Black or African American	22.3% (\$68,299 – 110,836)	22.2% (\$81,216 – 105,579)	19.6% (\$95,973 – 124,764)	13.3% (\$112,890 – 146,757)
Asian	3.2% (\$68,299 – 88,792)	1.9% (\$81,216 – 110,993)	1.0% (\$118,366 – 121,565)	1.3% (\$116,653)
Native Hawaiian/Other Pacific Islander	0.8% (\$72,853 – 88,792)	0.3% (\$81,216 – 102,872)	0.0%	0.0%
American Indian/Alaskan Native	0.7% (\$68,299 – 88,792)	0.8% (\$81,216 – 102,872)	0.5% (\$118,366)	0.0%
2 or More Races	2.5% (\$68,299 – 88,792)	3.3% (\$81,216 – 102,872)	1.4% (\$99,172 – 124,764)	0.0%
Women	34.1% (\$68,299 – 112,617)	25.4% (\$81,216 – 110,993)	24.9% (\$95,973 – 124,764)	12% (\$120,416 – 139,231)
Men	65.9% (\$68,299 – 134,496)	74.6% (\$81,216 – 140,386)	75.1% (\$95,973 – 124,764)	88% (\$112,890 – 146,757)

Summary Analysis: General Schedule (GS/GG) and Wage (WG/WL) Pay Plans/Grade Levels:

In FY22, GS/GG employees represented 77.5 percent (9,735) of the total workforce. Males represented 61.1 percent (5,952) of GS/GG employees and females represented 38.9 percent (3,783). The participation rates of GS/GG employees by grade revealed 70.7 percent (6,884) are GS/GG-11 or below, 16.9 percent (1,643) are GS/GG-12s, 9.3 percent (907) are GS/GG-13s, and 3.0 percent (294) are GS/GG-14/15s. The data also revealed a decrease in minority and female representation as grades increase, particularly in the GS/GG-14/15 grade level. In FY22, WG/WL/WS employees represented 22.4 percent (2,816) of the total workforce. Males represent 94.6 percent (2,665) of WG/WL/WS employees and females represent 5.4 percent (151). White males make up the majority of wage grade at 70.2 percent (1,976) employees; overall minority representation is 29.8 percent.

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Distribution of Senior Grade Levels (GS 14/15 & SES) by Race/Ethnicity and Sex:

In FY22, GS-14/15 and Senior Executive Service (SES) represented 2.4 percent (299 employees) of the workforce. Males represented 78.9 percent (236 employees) which is a decrease of 7.1 percent compared to FY21 and females represented 21.1 percent (63 employees) which is a 14.5 percent increase compared to FY21. The demographics in FORSCOM Senior Executive Service or equivalent in FY22 consisted of (5) employees; 4 were White males, and 1 was a Black/African American male.

Male representation in the GS-14/15 grades is 78.6 percent which is well above their workforce representation of 68.6 percent; female representation in GS-14/15 grades is 21.4 percent which is significantly below their workforce representation of 31.4 percent. The data is reviewed to ensure potential triggers do not become possible barriers to employment.

Minority representation in the GS-14/15 grade levels is 27.6 percent which is significantly below their workforce participation rate of 39.2 percent. Non-minority representation in the GS-14/15 grade levels is 72.4 percent which is significantly higher than expected compared to their workforce participation rate of 60.8 percent. The data also reveals that Native Hawaiian or other Pacific Islander male/female, and Two or More Races male are absent at the GS-14 grade level; all other minority groups are absent at the GS-15 level except for Black or African American male and female, Hispanic or Latino male, Asian male, and Two or More Races male. The EEO Director will continue to review USAJOBS applicant and certification lists of all GS-14 and above positions for indications of potential barriers in the GS-15 and SES positions. Figure 4 provides an overview of GS-14/15 grade levels by ERI and gender.

**Figure 4:
High Grades
GS/14/15**

ERI/Gender	GS-14		GS-15		Total Workforce
	FY21 (227)	FY22 (216)	FY21 (74)	FY22 (78)	FY22 (12,561)
Total Population					
Hispanic or Latino Male	5.8%	6.0%	5.4%	6.4%	9.0%
Hispanic or Latino Female	1.3%	0.9%	0.0%	0.0%	4.4%
White Male	59.1%	54.2%	74.3%	69.2%	45.2%
White Female	12.3%	16.2%	6.7%	9.0%	15.6%
Black or African American Male	12.3%	13.4%	8.1%	7.7%	10.2%
Black or African American Female	5.8%	5.6%	4.1%	5.1%	9.2%
Asian Male	0.9%	1.4%	1.4%	1.3%	2.6%
Asian Female	0.4%	0.5%	0.0%	0.0%	1.2%
Native Hawaiian or other Pacific Islander Male	0.0%	0.0%	0.0%	0.0%	0.5%
Native Hawaiian or other Pacific Islander Female	0.0%	0.0%	0.0%	0.0%	0.2%
American Indian or Alaskan Native Male	0.4%	0.9%	0.0%	0.0%	1.0%
American Indian or Alaskan Native Female	0.0%	0.5%	0.0%	0.0%	0.6%
Two or More Races Male	1.3%	0.0%	0.0%	1.3%	0.1%
Two or More Races Female	0.4%	0.5%	0.0%	0.0%	0.1%

*Red highlights represent absence of representation.

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Supervisors by Gender, Race, Ethnicity, and Disability:

The total number of supervisors in FY22 was 1,823 which is 14.5 percent of FORSCOM's total workforce. Males represented 74.2 percent (1,353) of supervisors and females represented 25.8 percent (470) of supervisors in FORSCOM. Female representation in supervisory positions (25.8 percent) continue to be less than expected compared to their workforce participation rate of 31.4 percent. However, females in supervisory positions have steadily increased since FY15; FY15 (21.8 percent), FY16 (22.6 percent), FY17 (23.3 percent) and FY18 (26.5 percent), FY19 (26.3 percent), FY20 (26.9 percent), and FY21 (26.8 percent). Minority representation in supervisory positions is 35.7 percent which is slightly below their workforce representation of 39.2 percent. Non-minority representation in supervisory positions is 64.3 percent which is slightly above their workforce representation of 60.8 percent. The number of supervisors who self-identified as individuals with a targeted disability in FY22 was 2.8 percent (51).

Summary of Federal Categories (FED-9): The Federal Sector Occupational Group (FED9) is a nine-category occupational classification system used by the EEOC for MD-715 reporting purposes (see Figure 5). In FY22, Officials and Managers are the largest category at 50.5 percent (6,345 employees). The second largest is Craft Workers at 20.3 percent (2,540 employees), followed by Professionals at 13.9 percent (1,746 employees), then Administrative Support Workers at 10.3 percent (1,292 employees).

Figure 5:
FED-9 Categories

FED-9 Description	FC Population	Percentage
Officials and Managers	6,345	50.5%
Professionals	1,746	13.9%
Technicians	305	2.4%
Administrative Support Workers	1,292	10.3%
Craft Workers	2,540	20.3%
Operatives	207	1.6%
Laborers and Helpers	1	0.0%
Service Workers	104	0.8%
Not Categorized	21	0.2%
Total Population	12,561	100.0%

Career Program (CP) 35 – Distribution by Race Ethnicity and Sex:

The core mission of General Intelligence includes positions concerned with advising, administering, supervising, or performing work in the collection, processing, reporting, analysis, evaluation, interpretation, and dissemination of information and/or products on political, economic, social, cultural, physical, geographic, medical, scientific, or military conditions, trends, and forces in foreign areas which directly or indirectly affect national security. This year Army requested a career program functional review of Command Civilian Intelligence positions. In FY22, FORSCOM had 170 civilian positions in CP 35; Males represented 69.4 percent (118 employees) and Females represented 30.6 percent or 52 employees. The distribution of employees by race or ethnicity was Hispanic or Latino (10 percent), White (63.5 percent), Black or African American (20.6 percent),

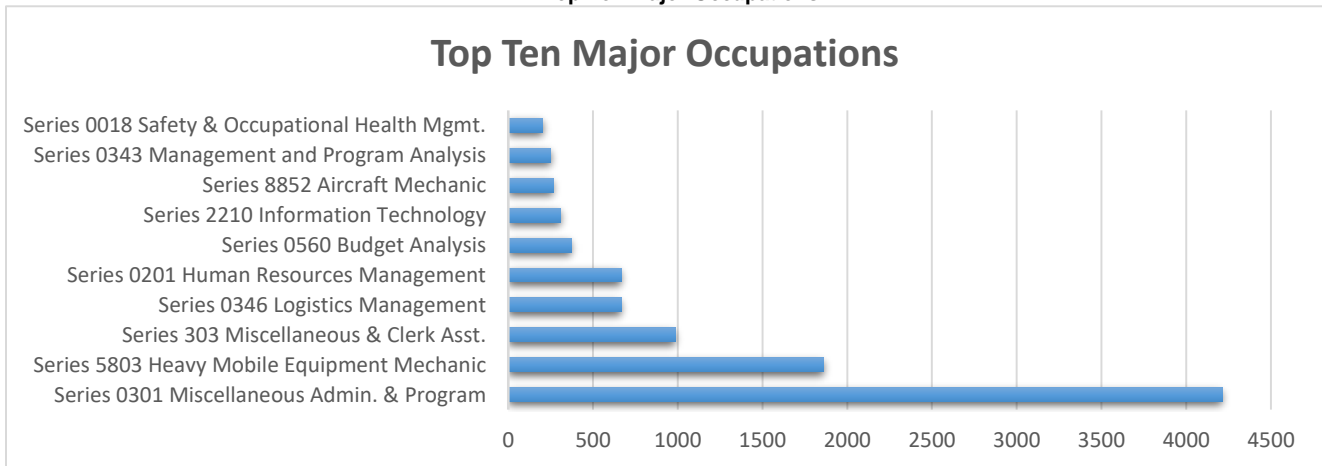
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Asian (2.9 percent), Native Hawaiian/other Pacific Islander (0.6 percent), American Indian/Alaskan Native (0.6 percent), and Two or More Races (1.8 percent). Additionally, 38.8 percent of CP 35 employees self-reported as having disability and employees with targeted disabilities represented 5.3 percent in this category. On the surface, the data does not appear to reveal any noticeable triggers for potential barriers.

Distribution of Top Ten Major Occupations:

The number of Civilian employees in the top ten major occupational fields across FORSCOM was 9,798 which is 78 percent of the total workforce. The top ten major occupational series are 0301 (Miscellaneous Administration & Program) 4,214 employees; 5803 (Heavy Mobile Equipment Mechanic) 1,860 employees; 0303 (Miscellaneous Clerk and Assistant) 985 employees; 0201 (Human Resources Management) 668 employees; 0346 (Logistics Management) 668 employees; 0560 (Budget Analysis) 372 employees; 2210 (Information Technology Management) 308 employees; 8850 (Aircraft Mechanic) 264 employees; 0343 (Management and Program Analysis) 252 employees; and 0018 (Safety and Occupational Health Management) 207 employees. Male representation in these major occupational series is 68.4 percent (6,703) and female representation is 31.6 percent (3,095). Minority representation in the top ten major occupations was 40.9 percent (4,005) compared to their workforce participation rate of 39.2 percent; and non-minority representation was 59.1 percent compared to their workforce participation rate of 60.8%. The chart below displays the distribution of employees in the top ten major occupational series.

Figure 6:
Top Ten Major Occupations



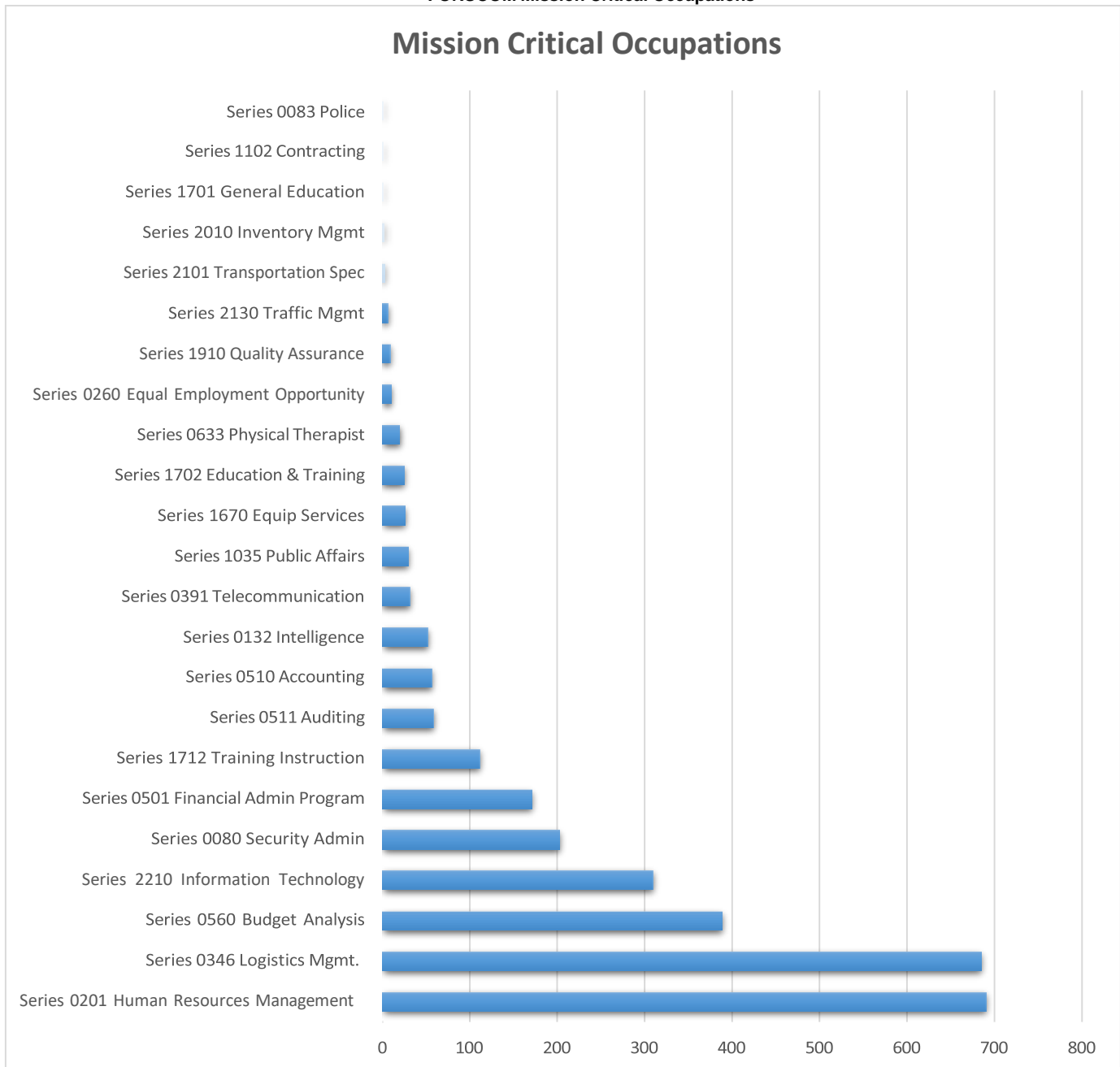
Mission Critical Occupations (MCO):

The top five MCO fields in FORSCOM consisted of the following: 201 Human Resources Management (668) employees; 346 Logistics Mgmt. (668) employees; 560 Budget Analysis (372) employees; 2210 Information Technology (308) employees; 0080 Security Admin. (202) employees. MCO fields represented 23 percent of the total civilian workforce; males were 61.5 percent and females were 38.5 percent. Minority representation in MCO fields was 44.4 percent (1,279) compared to their workforce participation rate of 39.2 percent; non-minority representation was 55.6 percent (1,599)

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compared to their workforce participation rate of 60.8 percent. Males represented 61.5 percent (1,771) and females represented 38.5 (1,107). A review of MCO information has revealed there are no triggers or data points that stood out as a possible barrier.

**Figure 7
FORSCOM Mission Critical Occupations**



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Distribution of Accessions/Separations/Promotions by ERI/Gender:

The data in figure 8 reveals no significant trends of disparity among any group by ERI/gender. The accession rates for Hispanic or Latinos, Whites, Black or African Americans, Asians, Two or More Races and Men are lower than their separation rates; however, Native Hawaiian/Other Pacific Islander, American Indian/Alaskan Native, and Women accession rates are slightly higher than their separation rates. The promotion rates for Hispanic or Latinos and Black or African Americans are slightly lower than their workforce participation rates; however, promotion rates for Whites and Two or More Races are slightly higher than their workforce participation rates. The promotion rates for Asian, Native Hawaiian/other Pacific Islander, American Indian/Alaskan Native, Women, and Men are comparable to their workforce participation rates.

Figure 8:
Accessions/Separations/Promotions by ERI and Gender

ERI/Gender	FORSCOM Workforce	Accessions	Separations	Promotions
Hispanic or Latino	13.4%	11.2%	14.2%	11%
White	60.8%	44.1%	58.9%	64.1%
Black or African American	19.4%	15.6%	20.1%	16.8%
Asian	3.8%	4.2%	5.4%	3.1%
Native Hawaiian/Other Pacific Islander	0.7%	1.0%	0.2%	0.4%
American Indian/Alaskan Native	1.6%	1.2%	0.7%	0.9%
2 or More Races	0.2%	0.0%	0.4%	3.7%
Women	31.4%	36.2%	34.5%	32.9%
Men	68.6%	63.8%	65.5%	67.1%

Annual Federal EEO Statistical Report of Discrimination Complaints (EEO 462 Report):

The number of formal complaints filed in FY22 increased by 17.3 percent compared to FY21; representing a slight increase of formal complaints filed compared to the past two years (67 in FY16; 65 in FY17; 64 in FY18; 76 in FY19, 65 in FY20, 52 in FY21, and 61 in FY22). There was a 35.4 percent increase in the number of pre-complaints (informal) filed in FY22 (111) compared to 82 in FY21. Complaints of Reprisal remain the highest reported basis where employees were allegedly retaliated against for participation in the EEO complaint process or filing a complaint. Harassment/non-sexual continues to be the top issue that causes employees to file formal complaints. The chart below provides a snapshot of the number of complaints processed, the number of Substantiated Findings of Discrimination, and Alternative Dispute Resolution (ADR) data. FORSCOM received no substantiated findings of discrimination during FY22.

Figure 9:
FY22 Complaint Processing

<u>Total inventory (462)</u>	<u>Substantiated Findings</u>	<u>Number of formals beyond 180 days</u>	<u>Number formals accepted or dismissed</u>	<u>Number of formals remanded</u>	<u>Number of ADR offered</u>	<u>Number of ADR accepted</u>
103	0	0	61	0	41	34

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In FY23, the acceptance rate for Alternative Dispute Resolution (ADR) increased to 83 percent compared to 73 percent in FY21. ADR’s purpose is to resolve issues at the lowest possible level. ADR has proven to be less formal, less expensive, and less time-consuming. EEO officials will continue to promote the command’s ADR Policy and provide awareness to the workforce on the benefits of using the ADR process.

At the end of the reporting period, there were 103 open formal complaints which includes complaints filed in previous fiscal years; 37 complaints pending EEOC hearing, 29 pending final agency decision; 34 pending investigation; 2 pending acceptance or dismissal, and 1 pending written notification.

Army EEO, Anti-Harassment and No Fear Training:

This mandatory training is essential to educating the workforce on their rights and responsibilities as it pertains to EEO and maintaining a work environment of dignity and respect. In FY22, the FORSCOM Headquarters completion rate for this training was 65 percent; the overall command’s completion rate was 50 percent. Obtaining 100 percent for this training continues to be a challenge. The EEO Office will continue to encourage all employees, supervisors and managers to complete the on-line training. It is important to note that supervisors at all levels have the responsibility to ensure their employees complete the mandatory EEO, Anti-Harassment and No FEAR training annual. It is critical that all leaders foster an environment where dignity and respect remain a priority in accordance with the command’s Anti-Harassment policy and the DoD Performance Management and Appraisal Program (DPMAP) element for EEO and Diversity.

Employee Recognition of Awards by Types:

The following awards information is based on data generated from DCPDS. The data reveals awards are being distributed throughout all segments of the workforce. Additionally, the data shows the distribution of awards to all groups is relatively comparable to their workforce participation rates. The percentage of awards received by Individuals with Disabilities including Targeted Disabilities is well above their workforce representation. The following caveats should be noted regarding distribution of awards:

- a. The data may not include all honorary awards as many times those awards are not formally documented in the employees’ personnel records.
- b. The data reflects FY22 awards of current FORSCOM employees only; and some awards may or may not have been received while a FORSCOM employee.
- c. In some instances, certain data elements were blank which may cause inconsistencies in the number of awards reported.

Figure 10:
FY22 Award Distribution

ERI/Gender	Honorary Award	Monetary Award	Quality Step Increase	Time Off Award
Hispanic or Latino	15.1%	12.8%	11.1%	13.5%
White	60.5%	61.5%	59.2%	58.0%
Black or African American	18.7%	19.1%	21.9%	21.6%

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Asian	2.8%	2.7%	2.5%	2.4%
Native Hawaiian/Other Pacific Islander	0.6%	0.6%	0.8%	0.9%
American Indian/Alaskan Native	0.5%	0.6%	0.2%	0.6%
2 or More Races	1.8%	2.7%	4.3%	2.9%
Women	33.1%	30.3%	38.9%	35.7%
Men	66.9%	69.7%	61.1%	64.3%

Disability Status	Honorary Award	Monetary Award	Quality Step Increase	Time Off Award
No Disability	68.7%	69.7%	67.4%	65.6%
Reportable Disability	31.3%	30.3%	32.6%	34.4%
Targeted Disability	3.9%	3.5%	2.3%	3.6%

Applicant Flow Data (AFD):

For Army, this information is collected using the Office of Personnel Management’s USA Staffing tool. Currently, the applicant flow data may be limited in scope per Office of Management and Budget direction to USAJOBS. In FY21, the Office of the Deputy Assistant Secretary of the Army, Equity and Inclusion (DASA E&I) Agency provided AFD to commands for review/use. EEO is not the proponent for AFD and therefore cannot validate the accuracy of the data. An accurate analysis cannot be completed due to more than 20% of the data was missing or omitted in each category. Overall, the data may indicate some disconnect between the recruitment and screening processes. Further analysis is warranted once complete and accurate APD is received.

Model EEO Program Summary

FORSCOM is committed to developing and maintaining a professional workplace in which individuals are treated with dignity and respect. The command continues to make progress toward implementing a Model EEO program IAW EEOC’s six essential elements. FORSCOM achieved a score of 98 percent out of 100 percent on the MD-715 Form G which was coordinated with input from senior leaders’ representatives, HRD, and the Legal Counselor.

Essential Element A: Demonstrated Commitment by Agency Leadership.

Strengths:

FORSCOM EEO policy statements were signed by the new CG in September 2022 which communicated leadership commitment to equal employment opportunity and diversity, equity, and inclusion. The Commanding General’s equal employment opportunity policy statements are as follows: Equal Employment Opportunity (EEO), Reasonable Accommodation (RA) for Individuals with Disabilities, Alternative Dispute Resolution (ADR), Anti-Harassment Reporting Procedures, and Diversity Equity and Inclusion.

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The command continues to have the Best Places to Work Committee meetings on a quarterly basis to discuss the Federal Employee Viewpoint Survey (FEVS) and the Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS). This forum, in part, is utilized to assess and monitor EEO perceptions in the workplace. The committee is chaired by the FORSCOM Chief of Staff which demonstrates leadership's vested interest in fostering a work environment where diversity, equity, and inclusion remain a priority.

Deficiency: None

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

Strengths:

The EEO Director is rated by the DCS, G-1 and senior rated by the FORSCOM COS. This action was completed in FY22 and addressed a deficiency outlined in U.S. Army E&I Agency Program Evaluation conducted 7-11 February 2022.

EEO officials provide State of the Command EEO briefings to commanders and senior leaders' enterprise wide, thus achieving and raising awareness, visibility, and commitment to equal opportunities throughout the footprint.

The FY23-29 Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan was updated and provides a roadmap to assist leaders in hiring and maintaining an inclusive workforce that reflects America's diversity. FORSCOM's DEIA Strategic Plan is nested in the Army DEIA Strategic Plan and the Army People Strategy.

Deficiency:

Additional EEO staff is required to fully execute Special Emphasis Programs and duties. Furthermore, the EEO Complaints Manager and Disability Program Manager positions are held by one person, this is currently in conflict with the separation of duties and responsibilities.

Essential Element C: Management and Program Accountability:

Strengths:

A comprehensive Anti-Harassment (AH) policy IAW EEOC's enforcement guidance; established firewall between the AH Coordinator and the EEO Director; and quarterly training on AH procedures provided at New Employee Orientation. In FY22, HQDA will officially transfer the AH program to the Human Resources community of practice.

Reasonable Accommodation procedures IAW EEOC's regulations and guidance; established firewall between the Reasonable Accommodation Program Manager and the EEO Director; and quarterly training on Reasonable Accommodation procedures provided at New Employee Orientation.

EEO staff have timely access to accurate/complete data to prepare the Annual MD 715 Report.

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Deficiency:

All accommodation requests not processed within the time frame set forth in AR 690-12 Appendix C (95 percent of requests were completed within the 30 business days).

Essential Element D: Proactive Prevention:

Strengths:

FORSCOM has a public website with EEO information made available to internal and external populations. Ensure disability related questions from members of public are answered promptly and accurately.

Continually inform and encourage the workforce of the importance of employee self-identification of disability status through various methods. One being the marquees posted throughout the HQs to promote self-identification of disability status. Furthermore, emails and the FORSCOM EEO newsletter provides announcements to the workforce for self-identifying. The information is used in aggregate to support and promote opportunities and programs for IWD.

In FY22, FORSCOM exceeded the DOD/Army 2 percent goal of employing IWTDS; IWTDS represented 2.6 percent of the total Civilian workforce. FORSCOM has surpassed this goal for the past four fiscal years.

Promote communication and awareness of EEO principles thru briefings and training to ensure employees and supervisors are educated on their roles and responsibilities.

FORSCOM has an exit survey to solicit recommendations from departing employees on how the command could improve.

Deficiency: None

Essential Element E: Efficiency:

Strengths:

Established a clear separation between the EEO complaint program and the defensive function; and have access to sufficient legal resources separate from the agency representative.

There is an established Alternative Dispute Resolution (ADR) program for use in the informal and formal stages of the EEO complaint process. The acceptance rate for ADR was 83 percent in FY22.

FORSCOM has effective EEO tracking and monitoring systems in place. I-Complaints, BoBi, MD715 Reporter, Reasonable Accommodation Tracker, provides oversight of program operations in the complaint processing, accommodation, anti-harassment, training, and demographic areas.

FORSCOM has a system in place to re-survey the workforce on an annual basis.

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Deficiency: In FY22, (3) EEO counselings were untimely processed at the Installation level. Additionally, the applicant flow data is limited in scope per Office of Management Budget direction to USAJOBS.

Essential Element F: Responsiveness and Legal Compliance:

Strengths:

FORSCOM officials provide oversight and management controls to ensure orders and corrective actions are in compliance with EEO statutes, EEOC regulations, and policy guidance.

Deficiency: None

Accomplishments and Noteworthy Activities

EEO officials provided State of Command Briefings to the FORSCOM CG/DCG/COS, Directorate Heads/SES during FY22. Additionally, EEO met with numerous senior leaders and key stakeholders on a planned basis to discuss equal employment objectives and other related EEO topics. EEO officials continue to engage leadership and the workforce to bring awareness to EEO issues and concerns, garner support for initiatives, and obtain support for resolution of workplace conflict at the lowest level possible. EEO conducts staff assistance visits to field facilities to evaluate the effectiveness of programs and plans, to bring awareness and educate the workforce on all EEO related topics, and to assist with identifying and eliminating barriers at work sites, including architectural, transportation, and/or other barriers affecting people with disabilities.

In FY22, the EEO office was the lead for the implementation and execution for the FORSCOM FY23-29 Diversity, Equity Inclusion and Accessibility (DEIA) Strategic Plan. This plan provides a roadmap to assist leadership in hiring and maintaining an inclusive workforce that reflects America's diversity. FORSCOM's DEI Strategic Plan is a companion document to FORSCOM's Strategic Human Capital Plan. Therefore, our key stakeholders are committed to recruiting, hiring, developing, retaining and integrating high-performing employees who are welcome and choose to work at FORSCOM. The FORSCOM DEIA Council executed its first meeting on 25 August 2022 and will meet on a quarterly basis. The Council is chaired by the DCG, to contribute and be fully nested in the Army DEIA Council; and serve as a forum for senior leaders to collaborate on directorate/ subordinate command initiatives to effectively promote diversity, equity, inclusion and accessibility across the command.

The following DEIA initiatives were executed in FY22: EEO in collaboration with FORSCOM Knowledge Management developed the FORSCOM DEIA webpage. The webpage is designed to improve communications regarding DEIA across the FORSCOM footprint. The workforce will be provided an opportunity to highlight command "best practices" and share personal stories that focus on creating an environment where diversity, equity, inclusion, and accessibility become a priority in the command. Additionally, senior leaders demonstrated their commitment for an inclusive workforce through written commentary in EEO Newsletters, digital messaging, Town Halls, Brown Bag discussions. Finally, to build and market FORSCOM as an "Employer of Choice," the EEO Director

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continued to participate, collaborate, and build strategic relationships with external stakeholders in the following outreach areas: Black Engineers of the Year (BEYA) Conference and Women of Color in Technology Symposium.

FORSCOM EEO hosted a dynamic virtual training event for supervisors and employees in October 2021. As organizations and teams around the globe “return to work” following the height of the COVID-19 pandemic, individuals reintegrate physically into a different work environment. Every organization has established new habits and new rules. The environment has and will require emotional, physical, and process/procedural changes. High levels of Emotional Intelligence (EQ) remain critical to navigating this new work environment. Mr. Jarvis Cooper, facilitator, expertly led an interactive training event that involved tapping you’re your Emotional Intelligence (EQ) to deal with the inevitable changes resulting from the COVID-19 pandemic. Mr. Cooper has been rated #1 as an executive coach by the UNC Chapel Hill Kenan-Flagler Business School of Executive Development where he is an affiliate professor. There were 2 sessions provided: “Navigating Change in the Midst of an Epidemic” for employees and “Leading Teams through an Epidemic” for supervisors. Over 100 employees and over 35 supervisors attended. Many shared their commitments to helping create a shared space, such as, “Being open to other points of view, being good listeners, and working collaboratively.”

FORSCOM EEO Office hosted a 2-day virtual Barrier Analysis Training conducted by the Equal Employment Opportunity Commission in September 2022. This training addressed a deficiency outlined in the EEO program evaluation conducted by the U.S. Army E&I Agency. This course provided a great opportunity to train supervisors on elements of barrier analysis identification, as well as all aspects of the Barrier Analysis process to include: legal and public policy foundations; analysis and interpretation of workforce statistics found in MD-715 data tables; trigger identification; barrier analysis investigation; organizing findings and preparing action plans designed to eliminate barriers; and follow-up on MD-715 reports from previous reporting cycles. Additionally, the course offered hands-on simulations of actual situations typically encountered in preparing MD-715 reports.

Reasonable Accommodation and Anti-Harassment Training: FORSCOM is committed to providing training to its employees and applicants for employment to ensure all employees have full access to equal employment opportunity and work in an environment free of discriminatory and harassing behaviors. EEO staff participated in several New Employee On-boarding and All Hands training forums. In this training, participants were introduced to the Army's "Procedures for Providing Reasonable Accommodation for Individuals with Disabilities" and "Anti-Harassment Reporting Procedures IAW AR 690-12 Appendix C and AR 690-12 Appendix D.

In FY22, the EEO Director continued to represent the command in the Army EEO Board of Directors meetings hosted by the Deputy Assistant Secretary of the Army, Equity and Inclusion; along with other EEO Directors across the Army. This forum provides opportunities for influencing and advocating FORSCOM's position on EEO matters.

During FY22, the EEO Director and the MEO Program Manager participated in HQDA, DEIA Project Inclusion OPT representing FORSCOM, to leverage organizations across the Army to operationalize the Diversity, Equity, and Inclusion Annex of the Army People Strategy (APS). Additionally, FORSCOM MEO staff participated in "Your Voice Matters" Listening Session on various Army

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installations. The purpose was to discuss the potential impact of race and racial tension on the Army's Soldiers and Civilians at CONUS and OCONUS Army and Joint Installations. The sessions determined policy requirements while demonstrating care and commitment to the well-being of our Military and Civilian Personnel. The sessions also provided an opportunity for personnel to discuss concerns or ask questions about issues that impact their conditions at work, professional communication, interpersonal dynamics, or hindrance of mission accomplishment.

Command Climate Surveys / Focus Groups / Sensing Sessions: FORSCOM used these forums to request feedback from the workforce about perceptions, opinions, beliefs, and attitudes towards the command. After receiving feedback, the information and action plans are briefed to senior leadership for implementation to address areas needing improvement. These forums also ensure employees feel their voices are heard, and they are valued contributors to the FORSCOM mission.

The Army Reserve EEO office continues to excel in processing EEO complaints. In FY22, the average informal processing timeframe where counseling was the chosen method was 25 days, 5 less than the 30-day requirement, and the average informal processing timeframe where counseling was extended or mediation was selected was 48 days. Only one surpassed the 90-day suspense, and the average formal processing timeframe (from filing to acceptance/investigation requested or dismissal) was 13 days; 2 days less than the 15-day timeframe

Center for Creative Leadership (CCL): CCL is a one-week course which provides both military and civilian leaders from diverse backgrounds with an opportunity to stimulate a process of growth; participants focus on assessing and better understanding their strengths and developmental needs as leaders and broaden their leadership perspectives to better function in leading their organizations. The Program is designed for participants to: improve insight of individual leadership strengths, development needs, and personal balance; improve coaching skills and the ability to motivate, inspire, challenge and develop people; increase the ability to align unit efforts with the mission; improve the ability to move decision making to the lowest level; recognize the difference between tactical, operational, and strategic leadership; improve communication and interaction skills while supporting the Army values; and increase teamwork, technical skills and working relationships across organizational, functional, branch, and command borders.

Human Resources Division (HRD) assesses and evaluates Civilian Human Capital Management through data and survey analysis, self-assessment, on-site, and virtual visits to FORSCOM Major Subordinate Commands (MSC) and Headquarters (HQ) Directorates. Elements evaluated include classification, recruitment, retention, workforce shaping, performance management, management employee relations, and labor relations. The evaluations identify common issues and recognize best practices that demonstrate continuous improvement for all employees. FORSCOM HRD also utilizes quarterly HR Practitioners meetings to monitor and address hiring practices within the command.

Human Resources Division (HRD) hosts Quarterly Civilian Readiness Reviews with FORSCOM Headquarters and the Chiefs of Staff in the field to review "time to hire" and ensure that recruiting is meeting the Secretary of the Army's goal of 80 days. These meetings ensure appropriate focus on the civilian workforce, including disabled Veterans, and provide a forum to review readiness as well as share information. Additionally, HRD discusses recruitment issues commands may be experiencing to aid in challenging areas.

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FORSCOM established a quarterly Command Career Program Council and SES-chaired Senior Review Board for all competitive functional and leader development opportunities. Due to COVID-19 restrictions, the council was not able to meet on a regular basis. This council brings all Command Career Program Managers together to discuss key and essential initiatives that will provide developmental opportunities to Career Program Personnel. The EEO Director is a member and provides updates on CP28. These boards review candidates, develop order of merit lists, and prioritize training based on performance, preparedness for training and current workforce profile demographics. FORSCOM published an EXORD that requires every Civilian employee to have an Individual Development Plan (IDP) that is utilized as part of the performance counseling process. FORSCOM G-1 HRD has developed a strategic communication process through formal and informal venues to ensure every Civilian Corps employee is informed of functional leader development opportunities. FORSCOM's Civilian Developmental Assignment Program (FCDAP) was established several years ago as the experiential piece of our Civilian leader development program. The primary focus is on mid-career employees, to ensure the FORSCOM Civilian Corps is competitive for more senior positions as they compete against retiring senior military members such as Sergeants Major, Colonels, and General Officers. The workplace profile is compared to the applicant pool to prevent unintended adverse impacts on EEO protected groups. FORSCOM continues to have an active program bringing new Career Program Associates into the workforce.

FORSCOM continued to partner with the University of North Carolina's Kenan-Flagler Business School to provide a leadership course for FORSCOM Headquarters (HQ) management personnel. FORSCOM has provided two sessions of this class in each fiscal year since FY16. The course in FY22 continued the inclusion of emerging leaders, military and civilian, to provide growth opportunities to gain new skills and increase knowledge. 62 managers/supervisors and emerging leaders attended this unique program opportunity. To date, 354 military and civilian managers/supervisors and emerging leaders from diverse backgrounds have completed this leadership course. These training offerings will improve the quality of interaction between supervisors/managers and their employees, while helping to make FORSCOM a "Best Place to Work."

HRD continues to implement the following initiatives: marketing and promotion materials, development and distribution of brochures and pamphlets that target segments of the workforce highlighting developmental opportunities, and use of media to announce training and program opportunities. With the assistance of the Public Affairs Office, continues a Facebook page to promote specific initiatives that are unique to each of the Career Programs. Workforce Engagement Programs were developed and conducted for Crucial Conversation and Crucial Accountability. These program opportunities, previously conducted as Supervisor Engagement initiatives, have been redesigned to provide information to all workforce personnel, military or civilian, on key program initiatives such as HR Tools, Career Programs, Benefits, and more.

FORSCOM HRD supports individual and collective training and professional development opportunities for all new, temporary, term and career Army Civilian employees. Employees have opportunity to attend technical training, collegiate and personal growth educational opportunities, and professional development opportunities both locally and at the HQDA level. All individuals are encouraged to discuss what is available, take advantage of the programs offered to help improve personal growth and functional proficiency in their duty position, learn new skills, and develop skills through shadowing experiences and developmental assignments. Within FORSCOM,

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there are many opportunities available to individuals through competitive professional development and various career field functional programs being offered, managed, and resourced by HQDA. All Army Civilians work closely with their supervisors and leaders to develop Individual Development Plans (IDP) and take charge of their career. Individuals and supervisors provide continuous review, evaluation, and improvement to develop the full potential of all FORSCOM employees.

Foundational Readiness Day (FRD) is a Commander's initiative as a component of the Leader Development Program, driven by FORSCOM OPORD 20667. FRD typically occurs on the first working Friday of each month; executed at the Directorate level and at subordinate commands/units. FRD can consist of a physical fitness session, commander-led and directorate-led small group discussion sessions, an actionable area, and leader counseling/dialogue. Small Group Discussions encourage dialogue on relevant command selected topics related to the Health of the Force. Topics may include but are not limited to racism/extremism, value of life, programs, diversity, inclusion, safety, MEO/EEO, SHARP, and building life skills to be resilient and thrive in today's environment.

Strategy for Fiscal Year 2023

The overarching strategy for FY23 is to continue FORSCOM's efforts to strengthen staff and command relationships through aggressive outreach, training, and education. The following strategic objectives will result in continued progress for establishing and maintaining a "Model EEO Program.

- a. Collaborate with key stakeholders in support of Civilian Workforce Transformation initiatives with the goal of achieving greater diversity at all levels and developing senior civilians into enterprise leaders.
- b. Develop a marketing tool to ensure that the Army's EEO Anti-Harassment and No FEAR training requirements are communicated throughout the enterprise to both military and civilian personnel regardless of supervisory or military status.
- c. The EEO/Diversity Office will focus on building strategic partnerships for an effective barrier analysis through training, education, and collaboration with key stakeholders.
- d. Engage in a robust effort to address the FORSCOM Diversity Equity Inclusion & Accessibility Strategic Plan to create an environment that is inclusive and fully supports the Army People Strategy.

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715-01 Part F

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

I, Paulette Reese, EEO Director, the Principal EEO Director/Official for: U.S. Army Forces Command.

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.

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12/19/22

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

Date



6 Jan 23

Signature of FORSCOM Commanding General or Designee

Date

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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	The agency issues an effective, up-to-date EEO policy statement.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
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		EEO policies reviewed annually; original policies signed by the new CG in September 2022.
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 Â§ 1614.101(a)]	X		
Compliance Indicator	The agency has communicated EEO policies and procedures to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
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		
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R Â§ 1614.203(d)(3)]	X		
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 Â§ 1614.102(b)(7)]	X		
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R Â§ 1614.102(b)(5)]	X		
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. Â§ 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	X		https://www.forscom.army.mil/Pages/EEO https://fcportal.forscom.army.mil/sites/g1/EEO/default.aspx
A.2.c	Does the agency inform its employees about the following topics:			
A.2.c.1	EEO complaint process? [see 29 CFR Â§Â§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	X		Every 6-8 weeks at the New Employee Onboarding Orientation; annually in EEO Anti-Harassment & No FEAR training
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	X		Every 6-8 weeks at the New Employee Onboarding Orientation; annually in EEO Anti-Harassment & No FEAR training
A.2.c.3	Reasonable accommodation program? [see 29 CFR Â§ 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	X		Every 6-8 weeks at the New Employee Onboarding Orientation. Onboarding Orientation; annually in EEO Anti-Harassment & No FEAR training

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A.2.c.4 Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), Â§ V.C.1] If "yes", please provide how often.		X		Every 6-8 weeks at the New Employee Onboarding Orientation. Onboarding Orientation; annually in EEO Anti-Harassment & No FEAR training
A.2.c.5 Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR Â§ 2635.101(b)] If "yes", please provide how often.		X		Every 6-8 weeks at the New Employee Onboarding Orientation. Onboarding Orientation; annually in EEO Anti-Harassment & No FEAR training
Compliance Indicator	The agency assesses and ensures EEO principles are part of its culture.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
A.3.a Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR Â§ 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.		X		Secretary of the Army Diversity Awards, FORSCOM COS Recognition at Town Halls
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		
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 715-02 PART H to the agency's status report
Measures		Yes	No	
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 Â§1614.102(b)(4)]		X		Part H closed. The EEO Director is rated by the DCS, G-1 and senior rated by the FORSCOM COS.
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		Part H closed. The EEO Director is senior rated by the FORSCOM COS.
B.1.a.2 Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR Â§1614.102(b)(4)]		X		
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 Â§1614.102(c)(1); MD-715 Instructions, Sec. I]		X		
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		The CG was provided the State of Command EEO Briefing on 12 January 2022; other Senior leaders and Commanders at subordinate commands received the briefing between January - July 2022.
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		

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Compliance Indicator	The EEO Director controls all aspects of the 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 715-02 PART H to the agency's status report
		Yes	No	
Measures				
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 Â§1614.102(c)]		X		
B.2.b Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR Â§1614.102(c)(4)]		X		
B.2.c Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR Â§1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]		X		
B.2.d Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR Â§1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]		X		YES equal NA: DASA E&I Agency EEO Compliance and Complaints Review Directorate oversees FADs.
B.2.e Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR Â§Â§ 1614.102(e); 1614.502]		X		
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 Â§1614.102(c)(2)]		X		
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 Â§Â§ 1614.102(c)(2) and (c)(3)]		X		
Compliance Indicator	The EEO Director and other EEO professional staff 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 715-02 PART H to the agency's status report
Measures		Yes	No	
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		
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		FY 23-29 FORSCOM Diversity Equity Inclusion & Accessibility Strategic Plan. Goal 1 Ensure Leader Commitment to DEIA practices to enhance readiness.
Compliance Indicator	The agency has sufficient budget and staffing to support the success of its 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 715-02 PART H to the agency's status report
Measures		Yes	No	
B.4.a Pursuant to 29 CFR Â§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		

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B.4.a.2 To enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	X		
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 Â§ 1614.102(c)(5) & 1614.105(b) - (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	X		
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		
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 Â§1614.102(c)(2)]	X		
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		
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		For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.
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 Â§ 7201; 38 USC Â§ 4214; 5 CFR Â§ 720.204; 5 CFR Â§ 213.3102(t) and (u); 5 CFR Â§ 315.709]		X	Additional staff is required to fully execute the Federal Women's Program, Hispanic Employment Program, and the Diversity Equity Inclusion & Accessibility Program.
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), Â§ V.C.1]	X		
B.4.a.10 To effectively manage its reasonable accommodation program? [see 29 CFR Â§ 1614.203(d)(4)(ii)]	X		
B.4.a.11 To ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	X		
B.4.b Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR Â§ 1614.102(a)(1)]	X		
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		
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		
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		
Compliance Indicator	The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.		Measure has been met
Measures	Yes	No	
For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report			

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B.5.a Pursuant to 29 CFR Â§ 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:				
B.5.a.1 EEO Complaint Process? [see MD-715(II)(B)]		X		
B.5.a.2 Reasonable Accommodation Procedures? [see 29 C.F.R. Â§ 1614.102(d)(3)]		X		
B.5.a.3 Anti-Harassment Policy? [see MD-715(II)(B)]		X		
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		
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		
Compliance Indicator	The agency involves managers in the implementation of its 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 715-02 PART H to the agency's status report
Measures		Yes	No	
B.6.a Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]		X		
B.6.b Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]		X		Barrier Analysis Training provided to supervisors on 20-21 September 2022.
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		
B.6.d Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR Â§ 1614.102(a)(5)]		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	The agency conducts regular internal audits of its component and field offices.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
C.1.a Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR Â§1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X		USARC EEO Office assessed 3-yr intervals; last assessment in FY19.
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 Â§1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X		In FY22, monthly assessments conducted at various subordinate commands/units.
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		
Compliance Indicator	The agency has established procedures to prevent all forms of EEO discrimination.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report

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Measures	Yes	No	
C.2.a Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, Â§ V.C.1 (June 18, 1999)]	X		
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), Â§ V.C.1]	X		
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		
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, Â§ V.C.1 (June 18, 1999)]	X		
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		
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. Dept of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dept 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		
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		
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		
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		
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		
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		
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		

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C.2.b.5 Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.		X		See Part H 95% Reasonable Accommodation requests completed within the time frame IAW AR 690-12 Appendix C.
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		
C.2.c.1 Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR Â§ 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.		X		https://www.forscom.army.mil/Pages/EEO
C.3.a Pursuant to 29 CFR Â§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		
Compliance Indicator	The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
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		
C.3.b.2 Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR Â§1614.102(b)(6)]		X		
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		
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		
C.3.b.5 Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR Â§1614.102(a)(7)]		X		
C.3.b.6 Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR Â§1614.102(a)(8)]		X		
C.3.b.7 Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]		X		
C.3.b.8 Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]		X		
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		

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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 Â§1614.102(c)(2)]		X		
C.3.d When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR Â§1614.102(c)(2)]		X		
Compliance Indicator	The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
		Yes	No	
Measures				
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 Â§1614.102(a)(2)]		X		
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		
C.4.c Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR Â§1614.601(a)]		X		
C.4.d Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]		X		For Army, applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.
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 Â§1614.203(d); MD-715, II(C)]		X		
C.4.e.2 Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]		X		
C.4.e.3 Develop and/or provide training for managers and employees? [see MD-715, II(C)]		X		
C.4.e.4 Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]		X		
C.4.e.5 Assist in preparing the MD-715 report? [see MD-715, II(C)]		X		
Compliance Indicator	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 715-02 PART H to the agency's status report
		Yes	No	
Measures				
C.5.a Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR Â§ 1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)		X		

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C.5.b When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR Â§1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.		X		In FY22, there was one adverse action:(1) Removal.
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? [see MD-715, II(C)]		X		
Compliance Indicator	The EEO office advises managers/supervisors on EEO matters.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
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		FORSCOM EEO provides State of Command EEO Briefs on monthly and quarterly basis.
C.6.b Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]		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	The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity 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 715-02 PART H to the agency's status report
Measures		Yes	No	
D.1.a Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]		X		
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; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]		X		
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		
Compliance Indicator	The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
D.2.a Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]		X		

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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 Â§1614.102(a)(3)]		X		
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 Â§1614.102(a)(3)]		X		
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; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.		X		Complaint/grievance data, exit surveys, employee climate surveys, focus groups, anti-harassment program, special emphasis programs, and reasonable accommodation program.
Compliance Indicator	The agency establishes appropriate action plans to remove 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 715-02 PART H to the agency's status report
Measures		Yes	No	
D.3.a Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR Â§1614.102(a)(3)]		X		
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		
D.3.c Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]		X		
Compliance Indicator	The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
D.4.a Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.		X		https://www.forscom.army.mil/Pages/EEO
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		
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		
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		Individuals with Disabilities (IWD) was 26.2 percent; and Individuals with Targeted Disabilities (IWTD) was 2.6 percent exceeding the federal goal of 12 percent IWD and 2 percent IWTD.
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 maintains an efficient, fair, and impartial complaint resolution process.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	

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E.1.a Does the agency timely provide EEO counseling, pursuant to 29 CFR Â§1614.105?		X	See Part H Installation EEO processed (3) untimely counseling.	
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 Â§1614.105(b)(1)?	X			
E.1.c Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	X			
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			
E.1.e Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR Â§1614.102(b)(6)?	X			
E.1.f Does the agency timely complete investigations, pursuant to 29 CFR Â§1614.108?	X		DOD Investigation and Resolution Directorate process investigations for Army.	
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 Â§1614.108(g)?	X			
E.1.h When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR Â§1614.110(b)?	X		DASA Equity & Inclusion Agency EEOCCR is responsible for issuing FADs.	
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 Â§1614.110(a)?	X		DASA Equity & Inclusion Agency EEOCCR is responsible for issuing FADs.	
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		DASA Equity & Inclusion Agency does not use contractors in EEO complaint process.	
E.1.k If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	X			
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 Â§ 1614.403(g)]	X			
Compliance Indicator	The agency has a neutral EEO process.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
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)]	X			
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		If required, Installation SJA available is for legal reviews.	

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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		
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		
E.2.e If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)		X		
Compliance Indicator	The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
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 Â§1614.102(b)(2)]		X		
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		
E.3.c Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]		X		
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		
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		
E.3.f Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]		X		
Compliance Indicator	The agency has effective and accurate data collection systems in place to evaluate its 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 715-02 PART H to the agency's status report
Measures		Yes	No	
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		
E.4.a.2 The race, national origin, sex, and disability status of agency employees? [see 29 CFR Â§1614.601(a)]		X		
E.4.a.3 Recruitment activities? [see MD-715, II(E)]		X		
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		For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.
E.4.a.5 The processing of requests for reasonable accommodation? [29 CFR Â§ 1614.203(d)(4)]		X		

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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), Â§ V.C.2]		X		
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		
Compliance Indicator	The agency identifies and disseminates significant trends and best practices in its 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 715-02 PART H to the agency's status report
Measures		Yes	No	
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		
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		
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		
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	The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
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 Â§1614.102(e); MD-715, II(F)]		X		
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		
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		
F.1.d Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]		X		
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		
Compliance Indicator	The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
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 Â§1614.108(g)]		X		

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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 Â§1614.501]		X		
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 Â§1614.403(e)]		X		
F.2.a.4 Pursuant to 29 CFR Â§1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?		X		
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), Â§203(a)]				DASA Equity & Inclusion Agency submits this information.
Compliance Indicator	The agency reports to EEOC its program efforts and accomplishments.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
Measures		Yes	No	
F.3.b Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR Â§1614.703(d)]				DASA Equity & Inclusion Agency posts this information.

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.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)]	Agency Head is not the immediate supervisor of the EEO Director IAW AR 690-12 and MD 110.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/15/2018	Assign the EEO Director under the immediate supervision of the Commanding General or no lower than the COS.	1/30/2019	11/19/2021	9/30/2022

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CG	General Andrew P. Poppas	NA

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Title	Name	Performance Standards Address the Plan? (Yes or No)
DCS, G-1	Mr. E. Eric Porter	NA
EEO Director	Ms. Paulette Reese	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
3/1/2022	Submit personnel action to change the supervision and rater of the EEO Director to the agency head or no lower than the COS.	Yes	11/19/2021	9/30/2022

Report of Accomplishments

Fiscal Year	Accomplishments
2022	The EEO Director is rated by the DCS, G-1 and senior rated by the FORSCOM COS. This action is closed.

715 - PART H

EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.b.5 Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	All accommodations were not processed within the time frame outlined in AR 690-12 App. C. (95 percent were timely processed)

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Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/15/2018	Process all RA requests within timeframes outlined in AR 690-12 Appendix C	9/30/2023	10/01/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
SES	FORSCOM Senior Leaders	Yes
EEO Director	Ms. Paulette Reese	Yes
Disability Program Manager	Ms. Rachel M. Barnes	Yes
Managers and Supervisors	Supervisors of DOD Civilians	Yes
SJA	Labor and Employment Law Attorney	NA

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	Continue to require sub-command and units/directorates to submit quarterly reasonable accommodation report for tracking purposes.	Yes	10/01/2022	
9/30/2023	Conduct virtual training sessions for new employees during Onboarding and Orientation.	Yes	10/01/2022	

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Report of Accomplishments

Fiscal Year	Accomplishments
2022	Conducted 10 office calls/5 staff assistance visits; provided State of Command EEO briefing which included discussions to educate leaders on their responsibilities to employees regarding reasonable accommodation requests. Met with numerous supervisors/management officials to explain RA procedures.
2022	Conducted 6 RA training sessions during New Employee On-boarding which included roles and responsibilities for supervisors and employees.
2022	95% of RA requests processed IAW AR 690-12 App. C (30 business day timeline). Exceeds Army's 90% goal.

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.1.a Does the agency timely provide EEO counseling pursuant to 29 CFR 1614.105?	In FY22, (3) counselings were untimely processed at the Installation EEO level.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/19/2020	Ensure Garrison EEO completes counseling sessions IAW AR 690-600 or obtains written extensions prior to 30 calendar day timeline.	9/30/2023	10/1/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
EEO Director	Ms. Paulette Reese	Yes
Complaints Manager	Ms. Rachel Barnes	Yes

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Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	Contact Garrison EEO when informal complaints are identified in I-Complaints to remind Complaints Manager to counsel within 30 calendar days and/or request an extension to avoid untimeliness.	Yes	10/01/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2022	97% of informal complaints filed were processed in 30 calendar days or an extension was granted prior to 30 th day.
2022	Garrison EEO offices were contacted by the FORSCOM Complaints Manager on informal complaint filings by the 20 th day.

715 - Part I
EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
MD 715 data tables reveal low representation of Women in FORSCOM	Table A1, A3, A4/5	The participation rate of Women in FORSCOM (31.4%) is less than expected when compared to their NCLF (48.2%).

EEO Group(s) Affected by Trigger (Check)

<input type="checkbox"/>	All Men	<input checked="" type="checkbox"/>	All Women
<input type="checkbox"/>	Hispanic or Latino Males	<input type="checkbox"/>	Hispanic or Latino Females
<input type="checkbox"/>	White Males	<input type="checkbox"/>	White Females
<input type="checkbox"/>	Black or African American Males	<input type="checkbox"/>	Black or African American Females
<input type="checkbox"/>	Asian Males	<input type="checkbox"/>	Asian Females

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	Native Hawaiian or Other Pacific Islander Males		Native Hawaiian or Other Pacific Islander Females
	American Indian or Alaska Native Males		American Indian or Alaska Native Females
	Two or More Races Males		Two or More Races Females

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	MD 715 A1, A3, A4/5 Tables
Complaint Data (Trends)	Yes	462 Report identifying basis and issue of complaints filed
Grievance Data (Trends)	NA	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NA	
Climate Assessment Survey (e.g., FEVS)	Yes	Command Climate Survey and FEVS responses
Exit Interview Data	NA	
Focus Groups	NA	
Interviews	NA	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NA	
Other (Please Describe)	NA	

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Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Traditional recruitment and outreach strategies may not be sufficient to produce an increase in participation rate of women in FORSCOM Civilian workforce. No other policy, procedure, or practice has been identified as a potential barrier.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase hiring/ retention rate of women	12/4/2013	9/30/2025	Yes	10/1/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Hiring Officials	(All)	NA
EEO Director	Ms. Paulette Reese	NA
HRD Director	Ms. Lynne Meriwether	NA
Career Program Rep.	Mgmt. Officials	NA

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Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	EEO Director continue to review USAJOBS applicant/certification list	10/01/2022	
9/30/2023	Conduct annual review of hiring/promotion data.		
9/30/2025	Implement initiatives under FY23 29 FORSCOM Diversity Equity Inclusion and Accessibility Strategic Plan	10/01/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2022	Females in supervisory positions have increased or remained consistent over the past six fiscal years; FY15 (21.8 percent), FY16 (22.6 percent), FY17 (23.3 percent), FY18 (26.5 percent), FY19 (26.3 percent), FY20 (26.9 percent), FY21 (26.8%), and FY22 (26.8%).
2022	The promotion rates (32.9%), and accession rates (36.2%) for Women exceeded their workforce participation rate of 31.4%.

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

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

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Low Minority Representation in GS-14 to SES grade levels.	A1, A4/5	Minority representation in GS-14 to SES grade levels is 27.6% compared to their workforce participation rate of 39.2%.

EEO Group(s) Affected by Trigger (Check)

	All Men	X	All Women
X	Hispanic or Latino Males		Hispanic or Latino Females
	White Males		White Females
X	Black or African American Males		Black or African American Females

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X	Asian Males		Asian Females
X	Native Hawaiian or Other Pacific Islander Males		Native Hawaiian or Other Pacific Islander Females
X	American Indian or Alaska Native Males		American Indian or Alaska Native Females
	Two or More Races Males		Two or More Races Females

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	(A4-1) grade distribution and demographics of minority representation in FORSCOM
Complaint Data (Trends)	Yes	Complaint basis/issue data (462 Report)
Grievance Data (Trends)	NA	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NA	
Climate Assessment Survey (e.g., FEVS)	Yes	FEVS Survey responses
Exit Interview Data	NA	
Focus Groups	NA	
Interviews	NA	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NA	
Other (Please Describe)	NA	

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Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Traditional methods of outreach and recruitment strategies may not be sufficient to produce an increase in the participation rate of minorities in high grades (GS-14 to SES). No other policy, procedure, or practice has been identified as a potential barrier.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase Participation rate of minorities in high grade.	11/30/2015	9/30/2025	Yes	10/01/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
EEO Director	Ms. Paulette Reese	NA
HRD Director	Ms. Lynne Meriwether	NA
Hiring Officials	(All)	NA

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Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	Continue to market and provide opportunities to the workforce to attend leadership training.	10/01/2022	
9/30/2023	Continue to develop partnerships with Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HIS), and Tribal Colleges and Institutions.	10/01/2022	
9/30/2023	Conduct barrier analysis to identify possible barriers.	10/01/2022	
9/30/2025	Implement initiatives under FY23-29 FORSCOM Diversity Equity Inclusion and Accessibility Strategic Plan	NA	
9/30/2022	EEOC Barrier Analysis Training for EEO and HR professionals	NA	8/21/2022

Report of Accomplishments

Fiscal Year	Accomplishments
2022	EEO Director received/review all USAJOBS applicant and certification list of all GS-14 and above positions in FORSCOM HQ.
2022	EEOC provided Barrier Analysis Training to EEO/HR professionals and supervisors/managers.

715 - Part I
EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Lack of EEO personnel resources	HQDA EEO Program Evaluation	Need additional staff to effectively execute the Special Emphasis Programs (Federal Women’s Program, Hispanic Employment Program), and the Diversity Equity Inclusion & Accessibility Program. Furthermore, the EEO Complaints Manager and Disability Program Manager positions are held by one person, this is currently in conflict with the separation of duties and responsibilities.

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EEO Group(s) Affected by Trigger (Check)

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

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	NA	
Complaint Data (Trends)	NA	
Grievance Data (Trends)	NA	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NA	
Climate Assessment Survey (e.g., FEVS)	NA	
Exit Interview Data	NA	
Focus Groups	NA	
Interviews	NA	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NA	

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Other (Please Describe)	Yes	EEOC MD 715 Part G
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Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p>EEO personnel resources are not sufficient to execute the Model EEO program and effectively perform all functions of the Special Emphasis Program (Federal Women’s Program, Hispanic Employment Program); including the Diversity Equity Inclusion and Accessibility Program.</p> <p>The staff management of complaints is currently non-compliant with the required separation of duties and responsibilities between the Disability Program Manager and Complaints Manager.</p>

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Increase personnel resources	11/21/2021	9/30/2023	No	10/01/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DCS, G-1	Mr. E. Eric Porter	NA
EEO Director	Ms. Paulette Reese	NA
HRD Director	Ms. Lynne Meriwether	NA

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Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	Continue to participate in Personnel Review Boards to request allocation.	10/01/2022	

Report of Accomplishments

Fiscal Year	Accomplishments

715 - Part I
EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Annual EEO Anti-Harassment & No FEAR training	NA	Lack of operational processes to ensure entire workforce complete mandatory requirement on an annual basis.

EEO Group(s) Affected by Trigger (Check)

<input checked="" type="checkbox"/>	All Men	<input checked="" type="checkbox"/>	All Women
<input type="checkbox"/>	Hispanic or Latino Males	<input type="checkbox"/>	Hispanic or Latino Females
<input type="checkbox"/>	White Males	<input type="checkbox"/>	White Females
<input type="checkbox"/>	Black or African American Males	<input type="checkbox"/>	Black or African American Females
<input type="checkbox"/>	Asian Males	<input type="checkbox"/>	Asian Females
<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander Males	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander Females
<input type="checkbox"/>	American Indian or Alaska Native Males	<input type="checkbox"/>	American Indian or Alaska Native Females

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	Two or More Races Males		Two or More Races Females
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Barrier Analysis Process

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

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	No

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Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Lack of holding supervisors accountable for ensuring employees complete the training.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Performance Evaluation objective to hold supervisors accountable for EEO element.	11/21/2021	9/30/2023	Yes	10/01/2022	
Since the mandatory training requirement is identified in AR 350-1 as an Army requirement; have the FORSCOM G-3/5/7 training proponent track the completion status FORSCOM wide.	11/21/2021	9/30/2023	Yes	10/01/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DCS, G-1	Mr. E. Eric Porter	Yes
EEO Director	Ms. Paulette Reese	Yes
DCS, G3/5/7 Training Division	NA	NA
Management Officials	All Supervisors of DOD civilians	Yes

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Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2022	Continue to inform management officials of the performance rating measurements.	10/01/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	Developed performance rating measurements to assist with the EEO element on civilian supervisor's evaluation.

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

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

Section I: Efforts to Reach Regulatory Goals

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

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

a. Cluster GS-1 to GS-10 (PWD)	Yes		No	X
b. Cluster GS-11 to SES (PWD)	Yes		No	X
The participation rate of IWDs in the GS-10 and below was 23.8 percent (1,829 employees of 7,680) and 30 percent (1,465 employees of 4,881) were GS-11 and above. Both groups exceeded the 12 percent goal for IWDs.				

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
The participation rate of IWTDs at the GS-10 and below was 2.2 percent (171 employees of 7,680) and GS-11 and above was 3.2 percent (156 employees of 4,881). Both groups exceeded the 2.0 percent goal for employing IWTDs.				

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

Annual MD 715 briefs provided to senior leaders and supervisors to communicate numerical goals; the FORSCOM EEO Working Group disseminates EEO related data to assigned directorates. During Onboarding/New Employee Orientation training/education is provided on EEO topics to include information about the use of Schedule A and 30% or More Disabled Veteran hiring authorities.

Section II: Model Disability Program

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

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

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

	Yes	X	No	
The FORSCOM EEO Director participates on the Personnel Review Board requesting support to hire (1) additional EEO permanent position.				

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 PWTB	1			Paulette Reese, EEO Director
Answering questions from the public about hiring authorities that take disability into account				Installation CPAC personnel, HR Specialists
Processing reasonable accommodation requests from applicants and employees	1			Rachel M. Barnes Disability Program Manager
Section 508 Compliance	1			FORSCOM Chief Information Office/G-6 (CIO/G-6)
Architectural Barriers Act (ABA) Compliance	1			Ft. Bragg DPW

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Special Emphasis Program for PWD and PWTB	1			Rachel M. Barnes Disability Program Manager
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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	X	No	
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Disability Program Manager Course
Barrier Analysis Training
Reasonable Accommodation Training Special
Emphasis Program Manager Course EEOC
Training Courses and Webinars

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

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

	Yes	X	No	
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Section III: Plan to Recruit and Hire Individuals with Disabilities

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

A. Plan to Identify Job Applicants with Disabilities.

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

The EEO Director continued to participate, collaborate, and build strategic relationships with external stakeholders in the following outreach events: Black Engineers of the Year (BEYA) Conference, Women of Color in Technology Symposium, and Joint Women' Leadership Symposium which provides a forum for possible recruitment of persons with disabilities.

Applicants may voluntarily self-identify their disability via USAJOBS during application process.

Schedule A Hiring Authorities are included in job announcements.

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 PWTB for positions in the permanent workforce.

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The use of Schedule A, Veteran Employment Opportunities Act (VEOA), 30% or More Disabled Veteran, and Veteran Recruitment App. (VRA) Hiring Authorities are promoted among hiring officials when considering candidates for positions and those authorities are included in job announcements.

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.

Department of the Army utilizes USAJOBS for recruitment actions to include Schedule A and 30% disabled veterans. Applicants are required to submit a disability letter or Schedule A documentation in the system for eligibility. If the applicant is qualified, the resume is sent to the hiring official for consideration.

FORSCOM also uses the Schedule A and the 30% disabled veteran eligibility as a non-competitive appointment authority. Applicants can submit their resume and supporting documents to hiring managers for consideration. If qualified, applicants can be hired by direct appointment.

Individuals may select consideration under one or more of the special disability hiring authorities listed during the application process, or the applicant may contact the CPAC and request noncompetitive selection consideration under some special hiring authorities.

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	X	No	
HRD provides Schedule A training to supervisors and managers during FORSCOM On-boarding Orientation of new employees which occurs every six weeks. Mandatory Supervisory Development Course (SDC) educates supervisors/managers on use of civilian hiring authorities, refresher training for SDC is provided every 3 years.				

B. Plan to Establish Contacts with Disability Employment Organizations

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

EEO staff participates in federal training opportunities and other relevant EEOC training to establish contacts and garner best practices to assist with increasing employment of PWD/PWTD.

Over the past several years, EEO staff has been heavily involved in Workforce Recruitment which offers a data base of resumes for PWD/PWTD to be considered for federal employment.

C. Progression Towards Goals (Recruitment and Hiring)

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

a. New Hires for Permanent Workforce (PWD)	Yes		No	X
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b. New Hires for Permanent Workforce (PWTD)	Yes		No	X
26.2% of permanent workforce is PWD (increased from 24% in FY21)				
2.6% of permanent workforce is PWTD (no change from 2.3% in FY21)				

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

a. New Hires for MCO (PWD)	Yes		No	
b. New Hires for MCO (PWTD)	Yes		No	
N/A				
For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS. Data not conclusive for mission critical occupations.				

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

a. Qualified Applicants for MCO (PWD)	Yes		No	
b. Qualified Applicants for MCO (PWTD)	Yes		No	
N/A				
For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS. Data not conclusive for mission critical occupations.				

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	
N/A				
For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS. Data not conclusive for mission critical occupations.				

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

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

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Employees (including PWD/PWTD) in FORSCOM have Individual Development Plans to assist with identifying and developing plans for training and career opportunities. All employees in FORSCOM fall within specific Army Career Programs and FORSCOM has assigned Career Program Managers who can provide guidance regarding career development opportunities.

HRD continues to implement the following initiatives: marketing and promotion materials, development and distribution of brochures and pamphlets that target segments of the workforce highlighting developmental opportunities, and use of media to announce training and program opportunities. With the assistance of the Public Affairs Office, continues a Facebook page to promote specific initiatives that are unique to each of the Career Programs. Workforce Engagement Programs were developed and conducted for Crucial Conversation and Crucial Accountability. These program opportunities, previously conducted as Supervisor Engagement initiatives, have been redesigned to provide information to all workforce personnel, military or civilian, on key program initiatives such as HR Tools, Career Programs, Benefits, and more.

B. Career Development Opportunities

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

Employees (including PWD/PWTD) in FORSCOM have opportunities to attend and/or participate in the Army Academic Degree Program, Competitive Professional Development programs, Enterprise Emerging Leader Program, Enterprise/Senior Talent Management Program, and The FORSCOM Supervisor Engagement Course at UNC Chapel Hill and the Creative Center for Leaders.

HRD continues to implement the following initiatives: marketing and promotion materials, development and distribution of brochures and pamphlets that target segments of the workforce highlighting developmental opportunities, and use of media to announce training and program opportunities. With the assistance of the Public Affairs Office, continues a Facebook page to promote specific initiatives that are unique to each of the Career Programs. Workforce Engagement Programs were developed and conducted for Crucial Conversation and Crucial Accountability. These program opportunities, previously conducted as Supervisor Engagement initiatives, have been redesigned to provide information to all workforce personnel, military or civilian, on key program initiatives such as HR Tools, Career Programs, Benefits, and more.

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	23	23				
Fellowship Programs						
Mentoring Programs						
Coaching Programs						
Training Programs	132	132				

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Detail Programs						
Other Career Development Programs	268	268				

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

a. Applicants (PWD)	Yes		No	
b. Selections (PWD)	Yes		No	
N/A For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS. Disability data not collected on applicants or selectees.				

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	
N/A For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS. Disability data not collected on applicants or selectees.				

C. Awards

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

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

Based on HRD data queries on awards, no trigger was identified.

Disability Status	Honorary Award	Monetary Award	Quality Step Increase	Time Off Award
No Disability	68.7%	69.7%	67.4%	65.6%
Reportable Disability	31.3%	30.3%	32.6%	34.4%
Targeted Disability	3.9%	3.5%	2.3%	3.6%

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

a. Pay Increases (PWD)	Yes		No	X
b. Pay Increases (PWTD)	Yes		No	X

Based on HRD data queries on awards, no trigger was identified.

Disability Status	Honorary Award	Monetary Award	Quality Step Increase	Time Off Award
No Disability	68.7%	69.7%	67.4%	65.6%
Reportable Disability	31.3%	30.3%	32.6%	34.4%
Targeted Disability	3.9%	3.5%	2.3%	3.6%

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	
b. Other Types of Recognition (PWTD)	Yes		No	

NA, the data provided by HRD may not include all honorary awards as oftentimes those awards are not formally documented in the employee records.

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	

For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.

Applicant data was not received from Army; therefore, a determination could not be made as to if there were triggers for the senior grade levels.

In FY22, there were (163) employees promoted who self-identified as PWD and (25) of those were in grades GS-13 and above.

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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	

N/A

For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.

Applicant data was not received from Army; therefore, a determination could not be made as to if there were triggers for the senior grade levels.

In FY22, there were (20) employees promoted who self-identified as PWTD and (3) of those were in grades GS-13 and above.

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	

N/A

For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS. Data inconclusive to determine the number of new hires involving PWD.

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

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

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d. New Hires to GS-13 (PWTD)	Yes		No	
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N/A.
For Army, this information is collected using the Office of Personnel Management’s USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS. Data inconclusive to determine the number of new hires involving PWTD.

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	

N/A
For Army, this information is collected using the Office of Personnel Management’s USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.
The number of supervisors who self-identified as PWD is FY22 was 24.6 percent.

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	

N/A
For Army, this information is collected using the Office of Personnel Management’s USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.
The number of supervisors who self-identified as PWTD in FY22 was 3.5 percent.

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	
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b. New Hires for Managers (PWD)	Yes		No	
c. New Hires for Supervisors (PWD)	Yes		No	
N/A For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.				

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	
N/A For Army, this information is collected using the Office of Personnel Management's USA Staffing tool. Currently, the applicant flow data is limited in scope per Office of Management and Budget direction to USAJOBS.				

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	
NA FORSCOM-wide, (3) Schedule A employees were hired during this reporting period. The employees will become permanent after the two-year satisfactory service completion.				

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

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

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

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

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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, there is no trigger involving separations of PWD/PWTD.
The separation rate for employees identifying no disability was 69.2%; PWD was 17.4%; and PWTD was 4.4%.

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.

<https://www.eeoc.gov/eeoc/index.cfm>
<https://www.section508.gov/manage/laws-and-policies>

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.

NA

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.

FORSCOM will continue to utilize the expertise of Computer/Electronic Accommodation Program and Job Accommodation Network to improve accessibility and/or technology accommodations.
It is FORSCOM's policy and practice to provide reasonable accommodations to all qualified PWD.

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.)

In FY22, FORSCOM has a 95% rate for completing reasonable accommodation requests within 30 business days.

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

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FORSCOM adheres to AR 690-12 Appendix C when processing reasonable accommodation requests. Reasonable Accommodation training is also provided to employees at New Employee On-boarding Orientation to ensure the workforce understand requirements. The Army's mandatory EEO Anti-Harassment & No FEAR training is also available to the workforce annually. Army's RA tracking system is also utilized to monitor reasonable accommodation requests. FORSCOM has a DPM that has oversight of reasonable accommodation requests and provides assistance to leaders and employees.

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.

During FY22 FORSCOM did not receive any accommodation requests for PAS. AR 690-12 Appendix C mentions PAS accommodations; however, DA has not yet issued specific guidance regarding PAS. Reasonable accommodation training was provided during New Employee On-boarding Orientation on 6 occasions in FY22. The sessions were designed to inform managers and supervisors of their responsibilities regarding the reasonable accommodation process.

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

	Yes		No	X
--	-----	--	----	---

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.

No finding of discrimination in FY22.

B. EEO Complaint Data involving Reasonable Accommodation

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

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

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

No findings of discrimination in FY22.

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 PWTDD?

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

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

Trigger 1	N/A			
Barrier(s)	N/A			
Objective(s)				
Responsible Official(s)		Performance Standards Address the Plan?		
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			

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FY22	FORSCOM exceeded the DOD/DA 2% goal of employing PWTD and 12% goal of employing PWD. PWTD – 2.6% PWD – 26.2%
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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

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Appendix A Definitions

- The following definitions apply to Management Directive 715: **Applicant:** A person who applies for employment.
- **Applicant Flow Data:** Information reflecting characteristics of the pool of individuals applying for an employment opportunity.
- **Barrier:** An agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.
- **Disability:** For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on a Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. § 1630.2 applies.
- **Civilian Labor Force (CLF):** Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.
- **EEO Groups:** Members of groups protected under Title VII of the Civil Rights Act and other Federal guidelines. Includes: White Men, White Women, Black Men, Black Women, Hispanic Men, Hispanic Women, Asian Men, Asian Women, Native American Men, Native American Women, and Persons with Disabilities.
- **Employees:** Members of the agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.
- **Employment Decision:** Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.
- **Feeder Group or Pool:** Occupational group(s) from which selections to a particular job are typically made.
- **Federal Categories (Fed9):** For the first time EEOC is requiring agencies to report their workforce data by aggregating it into nine employment categories. These categories are more consistent with those EEOC uses in private sector enforcement and will permit better analysis of trends in the federal workplace than previous categories used. The Commission has created a Census/OPM Occupation Cross-Classification Table by OPM Occupational Code (crosswalk) which assists agencies in determining the category in which to place a position through use of the position's OPM or SOC codes or the OPM or Census Occupation Title. The crosswalk may be accessed at the Commission's website: <http://www.eeoc.gov/federal/715instruct/00-09opmcode.html>. This crosswalk is intended as general guidance in cross-classifying OPM occupational codes to the EEO nine categories. Agencies are encouraged to contact EEOC with specific questions about what category might be appropriate for their particular occupations.

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- **The nine job category titles are:**
 - **Officials and Manager** Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1) **Executive/Senior - Level**, (2) **Mid - Level**, (3) **First - Level** and (4) **Other**. When an employee is classified as a supervisor or manager, that employee should be placed in the *Officials and Managers* category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the First-Level sub-category of Officials and Managers, those at the GS-13 or 14 should be in the **Mid-Level** sub-category, and those at GS-15 or in the SES should be in the **Executive/Senior-Level** sub-category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in these three sub-categories. The fourth sub-category, called "**Other**" contains employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities. For example, Administrative Officers (OPM Code 0341) are appropriately placed in the "**Other**" sub-category.
 - **Professionals** - Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors and kindred workers.
 - **Technicians** - Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post-high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.
 - **Sales** - Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and salesclerks, grocery clerks, and cashiers/checkers, and kindred workers.
 - **Administrative Support Workers** - Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.
 - **Craft Workers** (skilled) - Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

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- **Operatives** (semiskilled) - Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.
 - **Laborers** (unskilled) - Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.
 - **Service workers** - Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurses' aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, doorkeepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.
- **Fiscal Year:** The period from October 1 of one year to September 30 of the following year.
 - **Goal:** Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.
 - **Major Occupations:** Agency occupations that are mission related and heavily populated, relative to other occupations within the agency.
 - **Onsite Program Review:** Visit by EEOC representatives to an agency to evaluate the agency's compliance with the terms of this Directive and/or to provide technical assistance.
 - **Reasonable Accommodation:** Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition, see 29 C.F.R. § 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).
 - **Relevant Labor Force:** The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.
 - **Section 501 Program:** The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.
 - **Section 717 Program:** The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

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- **Selection Procedure:** Any employment policy or practice that is used as a basis for an employment decision.
- **Special Recruitment Program:** A program designed to monitor recruitment of, and track applications from, persons with targeted disabilities.
- **Targeted Disabilities:** Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: 1) deafness; 2) blindness; 3) missing extremities; 4) partial paralysis; 5) complete paralysis; 6) convulsive disorders; 7) mental retardation; 8) mental illness; and 9) distortion of limb and/or spine.
- **Technical Assistance:** Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.
- **Under representation:** Result of conditions in which the representation of EEO groups is lower than expected.

DATABASE NOTES

1. The data for this report reflects the organization as of 1 October 2018. The HR database of record, the Defense Civilian Personnel Data System (DCPDS), was used to obtain the data. It is recognized that the HR database contains anomalies that affect data reporting. The variance didn't appear severe enough to affect the calculations.
2. Applicant pool dataset is not available, limiting conclusions on data tables.
3. Manifested Imbalances and Conspicuous Absences (MICA) are the correct terms required by federal rulings to describe the term "under representation". Manifested Imbalances indicate that although women and minorities are present, their representation is below the CLF. Conspicuous Absences refers to an absence of women and/or minorities.
4. Grade designations are the same ones used in DCPDS based on federal guidelines. Senior individuals are defined as those members of the Senior Executive Service or equivalent, such as all pay plans that start with an "E", or "I", pay plan "ST" and some positions in the "AD" category. Data for Pay plan "EX" are excluded.
5. Because the HR data system has not been retooled to meet MD 715 requirements, and OPM has not issued an authorization for the retooling, many data points in the accompanying data tables will not consistently sum to the total Army workforce. This is especially true in the calculations for persons with disabilities. The reportable codes used by EEOC vary from those in the HR data system in that some codes were excluded. Because of this exclusion, many of the data tables will not sum to the total Army workforce. In addition, many of the tables that capture data on RNO groups, because of the variety of pay plans used in Army do not fit into the aspects of "GS" or "Wage Grade" equivalents. Therefore, many of those data points were excluded.

Appendix B

Commanding General Policy Memorandums

Commanding General Policy Memo 3, Equal Employment Opportunity (EEO) Policy

Commanding General Policy Memo 5, Anti-Harassment

Commanding General Policy Memo 7, Alternative Dispute Resolution (ADR)

Commanding General Policy Memo 10, Reasonable Accommodation (RA) for Individuals with Disabilities

Commanding General Policy Memo 19, Diversity, Equity, and Inclusion



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
4700 KNOX STREET
FORT BRAGG, NC 28310-5000

AFPE-EE (100)

6 Sep 22

MEMORANDUM FOR Headquarters, Commands Reporting Directly to FORSCOM

SUBJECT: FORSCOM Commanding General Policy Memo 3, Equal Employment Opportunity (EEO)

1. References:

a. Army Regulation (AR) 690-12 (Equal Employment Opportunity and Diversity), 12 December 2019.

b. AR 690-600 (Equal Employment Opportunity Discrimination Complaints), 9 February 2004.

c. Equal Employment Opportunity Commission, Management Directive 715, Equal Employment Opportunity, 1 October 2003

2. FORSCOM is fully committed to equal employment opportunity and the Army EEO Program. It is the policy of FORSCOM to maintain a model workplace free from harassment and other forms of discrimination on the bases of race, color, religion, sex (including harassment of a sexual or non-sexual nature, pregnancy, gender identity, and sexual orientation), national origin, age, disability, genetic information, or on the basis of reprisal for previous EEO activity or any other legally protected activities.

3. Responsibility and accountability for EEO are integral to effective leadership and in attaining and retaining a talented and diverse workforce. Therefore, all commanders, managers, directors, and supervisors are expected to ensure EEO is a fundamental part of all personnel management policies, procedures, decisions and actions that affect employment, including recruitment, hiring, transfers, awards, training, career development, separation, and recognition.

4. EEO success is critical to sustaining an equitable, fair and positive work environment. Accordingly, active support of EEO through the personal involvement of individuals is required at all levels. Employees perceiving issues of equal employment opportunity discrimination may report them to any management official in their chain of command or consult the FORSCOM EEO Office for guidance without fear of intimidation, reprisal, or retaliation. However, all informal and formal complaints of discrimination are filed with the servicing Garrison EEO Office for administrative processing.

AFPE-EE (100)

SUBJECT: FORSCOM Commanding General Policy Memo 3, Equal Employment Opportunity (EEO)

5. For additional information, contact the FORSCOM EEO Office at (910) 570-5132/5165 (DSN 670).
6. This policy supersedes any previous memorandum on this subject and is effective until it is superseded or rescinded.

A handwritten signature in black ink, appearing to read 'A. Poppas', with a long horizontal stroke extending to the right.

ANDREW P. POPPAS
General, USA
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
4700 KNOX STREET
FORT BRAGG, NC 28310-5000

AFPE-EE (1oo)

6 Sep 22

MEMORANDUM for Headquarters, Commands Reporting Directly to FORSCOM

SUBJECT: FORSCOM Commanding General Policy Memo 5, Anti-Harassment

1. References:

- a. Equal Employment Opportunity Commission, Management Directive 715, Equal Employment Opportunity, 1 October 2003.
- b. Army Regulation (AR) 690-600 (Equal Employment Opportunity Discrimination Complaints), 9 February 2004.
- c. Secretary of the Army memorandum, (Army Anti-Harassment Policy for the Workplace) 27 April 2011.
- d. AR 600-20 (Army Command Policy), 24 July 2020.
- e. Army Regulation (AR) 690-12 (Equal Employment Opportunity and Diversity), Appendix D, 12 December 2019.

2. FORSCOM's policy requires a model workplace free from harassment and other forms of discrimination on the bases of race, color, religion, sex (including harassment of a sexual or non-sexual nature, pregnancy, gender identity, and sexual orientation), national origin, age, disability, genetic information, or any other legally protected activities. Commanders and supervisors must be cognizant of their responsibilities to uphold this policy and commit to take immediate and appropriate action when such conduct occurs.

3. Harassment is defined as verbal, non-verbal, or physical conduct that is so offensive as to alter the condition of an individual's workplace environment, either by culminating in a tangible employment action or by being so severe or pervasive that it creates a hostile work environment.

4. Any Soldier or Civilian who believes he or she has been subjected to, or a witness to, any form of harassment has a duty to promptly report the misconduct to an appropriate chain of command official. Commanders, managers, and supervisors will ensure individuals who report harassment are not subjected to retaliation.

AFPE-EE (100)

SUBJECT: FORSCOM Commanding General Policy Memo 5, Anti-Harassment

5. Upon receipt of any alleged harassment complaint, a supervisor or a management official will consult with the Staff Judge Advocate within one business day for legal guidance and will notify the FORSCOM Anti-Harassment Coordinator within three business days for case number assignment. If an investigation is initiated, it must be completed in a reasonable time. The Anti-Harassment Procedures and Responsibilities for reporting all allegations of harassment, to include sexual harassment, can be found at the FORSCOM G-1 EEO/EO portal at <http://go.usa.gov/cKfW7> and Army Regulation 690-12, Appendix D.

6. For additional information regarding anti-harassment reporting procedures, contact the HQ FORSCOM Anti-Harassment Program Coordinator at (910) 570-5132/5165 (DSN 670).

7. This policy supersedes any previous memorandum on this subject and is effective until it is superseded or rescinded.



ANDREW P. POPPAS
General, USA
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
4700 KNOX STREET
FORT BRAGG, NC 28310-5000

AFPE-EE (100)

16 Sep 22

MEMORANDUM FOR Headquarters, Commands Reporting Directly to FORSCOM

SUBJECT: FORSCOM Commanding General Policy Memo 7, Alternate Dispute Resolution (ADR)

1. References:

- a. Title 29 CFR §1614.102(b)(2), Agency Program.
- b. Army Alternative Dispute Resolution Policy, 22 June 2007.
- c. Army Regulation 690-600 (Equal Employment Opportunity Discrimination Complaints), 9 February 2004.
- d. Equal Employment Opportunity Commission, Management Directive 715, 1 October 2003.
- e. Army Regulation 690-12, Equal Employment Opportunity and Diversity, 12 December 2019.

2. Purpose. To facilitate resolution of Equal Employment Opportunity (EEO) complaints in a timely and efficient manner.

3. Policy. It is the FORSCOM policy that commanders will implement and sustain a viable ADR program within their organization.

4. In concert with EEO and supported by appropriate human resources and legal personnel, the command ADR policy will be structured so that it facilitates resolution of EEO complaints in a timely and efficient manner. Early resolution of EEO complaints achieves better employee relations, cuts administrative costs, avoids protracted litigation, and is consistent with this command's commitment to EEO.

5. ADR is not a case to be won or lost but requires use of collaborative techniques that treat the dispute as a problem for employee and management to solve together. It is the Army's preferred method for ADR to provide facilitated mediation with a qualified ADR neutral/mediator; a process in which a trained, impartial third party assists in reaching an amicable resolution. The mediation process is swift, confidential, fair, low cost, and non-adversarial in nature. The ADR program must be fair and conform to the following principles:

AFPE-EE (100)

SUBJECT: FORSCOM Commanding General Policy Memo 7, Alternative Dispute Resolution (ADR)

a. Voluntariness. Parties must enter into mediation, or another offered ADR process knowingly and voluntarily. Participation in ADR is voluntary for the aggrieved. Management officials will participate in ADR when requested by an aggrieved person in the EEO complaint process. Only the appropriate Settlement Authority can decline ADR when requested by the aggrieved. The commander's settlement team, comprised of the agency representative, the EEO officer, and a manager/supervisor above the identified responsible management official in consultation, will make a recommendation to the appropriate settlement authority to resolve complaints involving the respective activity. Any difference in professional judgment among them will be resolved by their common superior, for example, the commander, deputy commander, or chief of staff.

b. Neutrality. The ADR neutral/mediator shall have no official, financial, or personal interest in the issue at controversy or in the outcome of the dispute.

c. Confidentiality. The ADR process is confidential. As a means to promote open and frank discussions between the disputing parties, both parties and their representatives must agree in writing that any information disclosed during the ADR process, other than discoverable documentation, will remain confidential whether or not ADR is successful.

d. Enforceability. Each management official designated to represent FORSCOM in the ADR process will have the authority to resolve the matter. If a resolution is achieved, the terms of the resolution will be set forth in a written negotiated settlement agreement that is binding upon both parties.

e. ADR is not appropriate in every case, therefore, commanders, or their designees, must decide on a case-by-case basis whether to offer ADR to an aggrieved individual. Within FORSCOM, ADR has proven successful in resolving issues during the pre-complaint and post complaint stages.

6. For additional information regarding the Alternative Dispute Resolution process and FORSCOM implementation, contact the FORSCOM EEO Office at (910) 570-5132/5165 (DSN 670).

7. This policy supersedes any previous memorandum on this subject and is effective until it is superseded or rescinded.



ANDREW P. POPPAS
General, USA
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
4700 KNOX STREET
FORT BRAGG, NC 28310-5000

AFPE-EE (100)

19 Sep 22

MEMORANDUM FOR Headquarters, Commands Reporting Directly to FORSCOM

SUBJECT: FORSCOM Commanding General Policy Memo 10, Reasonable Accommodation (RA) for Individuals with Disabilities

1. References:

- a. Army Regulation (AR) 600-7 (Unlawful Discrimination on the Basis of Disability in Programs and Activities Receiving Federal Financial Assistance From or Conducted by the Department of Army), 10 March 2020.
- b. Rehabilitation Act of 1973, as amended.
- c. The Americans with Disabilities Act of 1990, as amended.
- d. Army Regulation (AR) 690-12 (Equal Employment Opportunity and Diversity), Appendix C, 12 December 2019
- e. Equal Employment Opportunity (EEO) Commission, Management Directive (MD) 715.

2. Forces Command is fully committed to providing reasonable accommodations for qualified employees and applicants with disabilities unless doing so would cause an undue hardship.

3. Reasonable accommodation is a change in the work environment or in the way things are customarily done that would enable an individual with a disability to apply and be considered for a job; perform the essential functions of the job; or otherwise enjoy equal benefits and privileges of employment. Undue hardship means a specific accommodation that would cause significant difficulty or expense. This determination, which must be made on a case-by-case basis, considers factors such as the nature and costs of the accommodation needed and the impact of the accommodation on the operations of the Army.

4. The reasonable accommodation process begins upon a decision maker receiving an oral or written request for accommodation. Absent extenuating circumstances, the requested accommodation should be granted, modified, or denied within 30 business days from the date of receipt.

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The 30-business daytime period is suspended while waiting to receive "required" information from the requester or a health care provider. Once the "required" information is received the time period resumes.

5. Requests for reasonable accommodation must be processed in accordance with instructions outlined in U.S Army Procedures for Providing Reasonable Accommodation for Individuals with Disabilities. All FORSCOM Commanders of Major Subordinate Commands and FORSCOM HQ Directors are required to submit the Reasonable Accommodation Information Report to the FORSCOM EEO office at the end of each quarter. These procedures and specific reporting instructions may be obtained from local EEO offices or via the following link:

https://fcportal.forscom.army.mil/sites/g1/EEO/Reasonable_Accommodation_Procedures/Forms/AllItems.aspx

6. For additional information regarding the reasonable accommodation process, contact the FORSCOM EEO Office at (910) 570-5132/5165 (DSN 670).

7. This policy is effective until it is rescinded



ANDREW P. PAPPAS
General, USA
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
4700 KNOX STREET
FORT BRAGG, NC 28310-6000

AFPE-EE (100)

MEMORANDUM FOR Headquarters, Commands Reporting Directly to FORSCOM

SUBJECT: FORSCOM Commanding General Policy Memo 19, Diversity, Equity, and Inclusion

1. References:

- a. Secretary of the Army Correspondence, March 30, 2020, Subject: Army Diversity, Equity and Inclusion Policy.
- b. FY20 National Defense Authorization Act, Section 529, Strategic Plan for Diversity and Inclusion.
- c. Army Regulation 690-12 (Equal Employment Opportunity and Diversity), 12 December 2019.
- d. Executive Order 13583, Establishing A Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, 18 August 2011.
- e. Equal Employment Opportunity Commission, Management Directive (MD) 715, 1 October 2003.

2. The Army's Diversity, Equity, and Inclusion mission is to develop and implement a strategy that contributes to mission readiness while transforming and sustaining the Army as a national leader in Diversity. To accomplish this mission, it is imperative the Army fosters an inclusive work environment that appeals to Soldiers and Civilians who have extraordinary talents, innovative ideas, and who represent different generations and cultures as reflected in our American society.

3. Diversity is defined as all the different attributes, experiences, cultures, characteristics, and backgrounds of the Total Force which are reflective of the Nation we serve and enable the Army to deploy, fight, and win.

4. Inclusion is defined as the process of valuing and integrating each individual's perspectives, ideas and contributions into the way an organization functions and makes decisions; enabling workforce members to contribute to their full potential in focused pursuit of organizational objectives.


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SUBJECT: FORSCOM Commanding General Policy Memo 19, Diversity, Equity, and Inclusion

5. FORSCOM is fully committed to maintaining a diverse, inclusive, and equitable work environment. Our great Army is strong because of the men and women who serve. Therefore, it is our policy to prevent and eliminate potential barriers to equal opportunity, equal employment opportunity, recruitment, retention, promotion, and professional development. In doing so, our Diversity, Equity, and Inclusion Program implements strategies and best practices to gain maximum benefits of highly-skilled professionals for current and future operations.

6. For additional information, please contact the FORSCOM Equal Employment Opportunity Office at (910) 570-5165 (DSN 670).

7. This policy supersedes any previous memorandum on this subject, and is effective until it is superseded or rescinded.



ANDREW P. POPPAS
General, USA
Commanding