

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

**715-01 Part A - D**

For period covering October 1, 2010, to September 30, 2011.			
<b>PART A</b> Department or Agency Identifying Information	<b>1. Agency</b>		<b>US Army Corps of Engineers</b>
	1.a. 2 <sup>nd</sup> level reporting component		
	1.b. 3 <sup>rd</sup> level reporting component		
	1.c. 4 <sup>th</sup> level reporting component		
	2. Address		441 G Street NW
	3. City, State, Zip Code		Washington DC 20314
	4. CPDF Code	5. FIPS Code	
<b>PART B</b> Total Employment	1. Enter total number of permanent full-time and part-time employees		36,831
	2. Enter total number of temporary employees		1,455
	3. Enter total number employees paid from non-appropriated funds		0
	<b>4. TOTAL EMPLOYMENT [add lines B 1 through 3]</b>		<b>38,286</b>
<b>PART C</b> Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title	Secretary of the Army	
	2. Agency Head Designee.	Commander, US Army Corps of Engineers	
	3. Principal EEO Director/Official Official Title/series/grade	James J. Braxton Sr., Chief, Office of EEO, GS-260	
	4. Title VII Affirmative EEO Program Official	Alphonso J. Carter, EEO Manger, GS-260-13	
	5. Section 501 Affirmative Action Program Official	Sue A. Engelhardt, USACE Director of Human Resources	
	6. Complaint Processing Program Manager	Ann Bargains, HQ, USACE EEOM	
	7. Other Responsible EEO Staff	Henry C. McLain, - Deputy Chief, Office of EEO Lenette L. Brinkley - EEO Specialist, Office of EEO	
<b>PART D</b> List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)		CPDF and FIPS Codes
	Transatlantic Programs Center, Winchester, VA		ARCE      8840
	Pacific Ocean Division, Honolulu, HI		ARCE      15003
	South Atlantic Division, Atlanta, GA		ARCE      13121

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	Engineering Research and Development Center, Vicksburg, MS	ARCE	28149
	North Atlantic Division, New York, NY	ARCE	5600
	South Pacific Division, San Francisco, CA	ARCE	7360
	Humphreys Engineer Center Support Activity, Alexandria, VA	ARCE	8840
	Engineering and Support Center, Huntsville, Huntsville, AL	ARCE	01089
	Great Lakes & Ohio River Division, Cincinnati, OH	ARCE	1604
	Mississippi Valley Division, Vicksburg, MS	ARCE	28149
	Northwestern Division, Portland, OR	ARCE	6440
	249th Engineer Battalion, Alexandria, VA	ARCE	8840
	USACE Finance Center, Millington, TN	ARCE	47157
	Gulf Region Division, Baghdad, Iraq	ARCE	8840
	Southwestern Division, Dallas, TX	ARCE	1920
	Marine Design Center, Philadelphia, PA	ARCE	6160
	Institute for Water Resources, Alexandria, VA	ARCE	8840
<b>EEO FORMS and Documents Included With This Report</b>			
*Executive Summary [FORM 715-01 PART E], that includes:		*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	x
Brief paragraph describing the agency's mission and mission-related functions	x	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential	x
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	x	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	x
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	x	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	x
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	x	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	x
Summary of EEO Plan action items implemented or accomplished	x	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues.	x
*Statement of Establishment of Continuing Equal Employment Opportunity Programs[FORM 715-01 PART F]	x	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO		*Organizational Chart	x

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Policy Statements			
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**EXECUTIVE SUMMARY**

U.S. Army Corps of Engineers

For Period Covering October 1, **2010** to September 30, **2011**

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The United States Army Corps of Engineers (USACE) is made up of approximately **38,286** civilian (Appendix A, Table A-1) and 650 military men and women. USACE a Department of the Army Direct Reporting Unit (DRU) consist of (9) Divisions (45) Districts (3) Centers and (7) Laboratories. The Mission of the Corps is to provide quality, responsive engineering services to the nation including planning, designing, building and operating water resources and other civil works projects (Navigation, Flood Control, Environmental Protection, Disaster Response, etc.), designing and managing the construction of military facilities for the Army and Air Force (Military Construction), providing design and construction management support for other Defense and Federal agencies (Interagency and International Services) as described in the USACE web site [usace.army.mil/Pages/default.aspx](http://usace.army.mil/Pages/default.aspx).

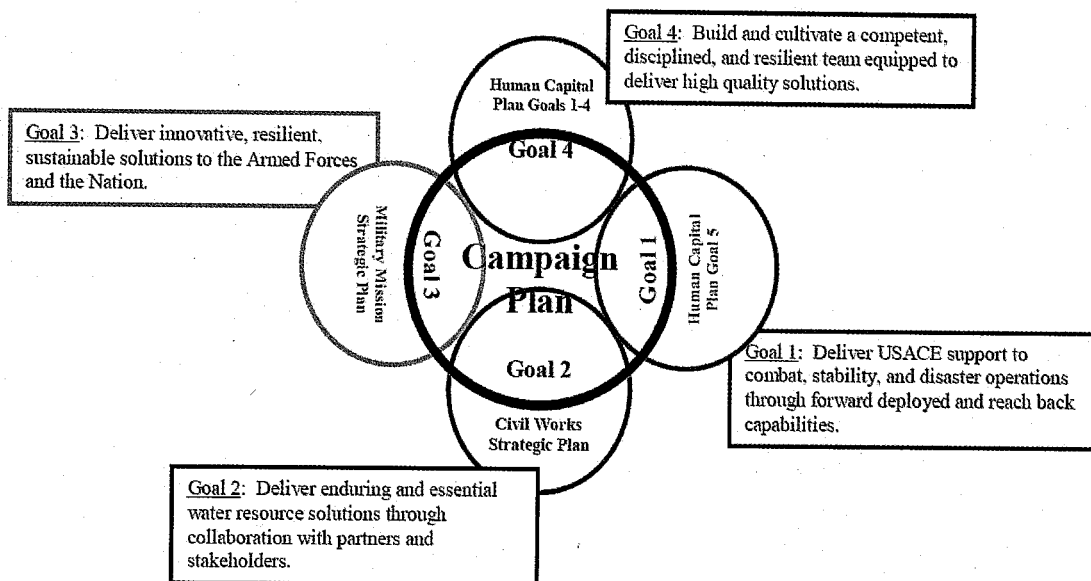
This report includes workforce demographic data of permanent and temporary civilian employees, covering the reporting period 1 October 2010 to 30 September 2011. Due to the size and complexity of the Corps, its broad scope, mission and organization, the report summarizes the USACE EEO program in general terms. The information is an aggregate summary of the entire organization. The individual recruitment actions and EEO program operations at the Divisions/Districts/Centers and Forward Operating Activities (FOA) offices have more direct impact on shaping the demographic profiles within USACE. The FY 2011 applicant pool data is extracted from the Resumix application system and used to develop the data analyzed in this report. Although the applicant pool data contained a number of data anomalies, the data is sufficiently valid to form the basis of the reports generalized conclusions.

The U.S. Army Corps of Engineers Campaign Plan depicts the way ahead for USACE. The plan's Goal 4 supports workforce initiatives and contributes to USACE's achieving Model EEO Program status. Each of USACE's subordinate organizations has developed an implementation plan (IPlan) that identifies actions and metrics that support the Campaign Plan. The Campaign Plan and Implementation Plan set the stage for all organizations to accomplish strategic planning specific to their mission. The plans however do not cover all aspects of each organization's Human Capital responsibilities. To ensure knowledge of this responsibility, the HQ Human Resources Office has published a Human Capital (HC) Plan. [www.usace.army.mil/about/campaignplan/Pages/Home.aspx](http://www.usace.army.mil/about/campaignplan/Pages/Home.aspx).

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USACE through the Campaign Plan, Goal 4 objectives ensures that every employee is provided the opportunity, capability and capacity to achieve their highest potential and professional aspirations:

- Objective 4a:** Identify, develop, maintain, and strengthen technical competencies among the USACE workforce.
- Objective 4b:** Communicate strategically and transparently.
- Objective 4c:** Standardize business processes.
- Objective 4d:** Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce.



The USACE Human Capital plan is assessed annually to determine progress and make adjustments when appropriate. The plan provides the way ahead for meeting the changing personnel needs of the U.S. Army Corps of Engineers for continued progress from Good to Great to becoming the employer of choice.

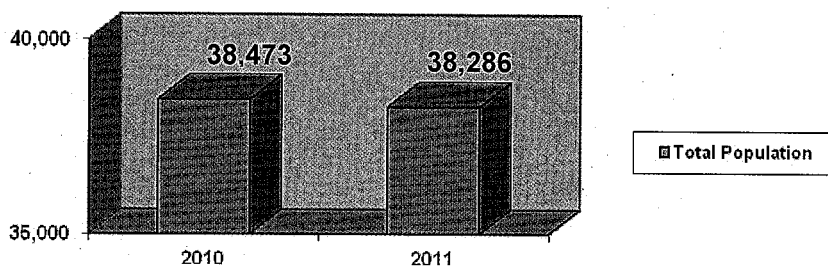
#### DATABASE NOTES

All civilian employees, except Non-Appropriated Fund and Local National, are included in this report. The data in this report is based on information as of 30 September 2011. The data represent the demographics of the USACE civilian workforce by race, gender, and disability and was retrieved from the Headquarters, Army Civilian Personnel Database System. The U.S. Census National Civilian Labor Force (NCLF) statistics were used as a comparator since the USACE workforce is dispersed throughout the United States. The data focus based

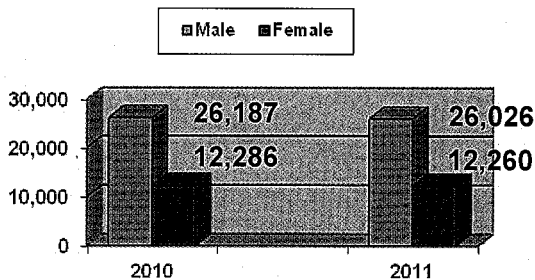
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on areas with potential triggers based on low to very low participation rates of various race, national origin, and gender related categories. It is recognized that the database contains anomalies that may affect the reported data. Identified data variances didn't appear severe enough to affect any of the reports calculations.

**HQ USACE Total Workforce  
FY-2010-2011**



**Table A-1**  
(Source: HQ ACPERS)



In 2010, Males represented **68.07%** and Females represented **31.93%**.  
In 2011, Males represented **67.98%** and Females represented **32.02%**.

The USACE workforce is diverse and includes 36,831 permanent and 1,455 temporary employees. Based on the EEOC classifications, the USACE total appropriated fund reportable employee population is displayed in the below chart. An analysis of the below chart illustrates the USACE appropriated civilian employee population change based on race and ethnicity indicators (ERI) and Gender. White men, followed by White women, constitute the largest

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racial groups in USACE, followed by African American men and women. For FY-11 all EEO group populations experienced net growth with the exception of Hispanic, Black, and American Indian/Alaskan Native men. In reference to the U.S. Census Civilian National Labor Force (CLF), overall USACE demographics have not changed significantly since FY-10 (See below chart).

**Table A1: TOTAL WORKFORCE - Distribution by Race/Ethnicity and Sex by FY  
(CEHQ, FY 2011)**

Employment Tenure	Total Employees		Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races			
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Perm. Prior FY-2010	36,580	24,908	11,672	647	389	20,839	8,442	1,826	1,923	966	509	49	41	229	130	352	236	
Perm. Prior FY %	100.00%	68.09%	31.90%	1.76%	1.06%	56.96%	23.07%	4.99%	5.25%	2.64%	1.39%	0.13%	0.11%	0.62%	0.35%	0.96%	0.65%	
Perm. Current FY-2011	36,831	25,008	11,825	645	394	20,889	8,507	1,807	1,934	974	526	53	49	226	132	412	283	
Perm. Current FY %	100.00%	67.89%	32.10%	1.75%	1.06%	56.71%	23.09%	4.90%	5.25%	2.64%	1.42%	0.14%	0.13%	0.61%	0.35%	1.11%	0.76%	
General CLF % (2000)	100.00%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	
Difference #	251	98	153	-2	5	50	65	-19	11	8	17	4	8	-3	-2	60	47	
Ratio Change %	0.00%	-0.20%	0.20%	-0.01%	0.00%	-0.25%	0.02%	-0.09%	0.00%	0.00%	0.03%	0.01%	0.02%	-0.01%	0.00%	0.15%	0.11%	
Net Change %	0.68%	0.39%	1.31%	-0.30%	0.26%	0.23%	0.67%	-1.02%	0.67%	0.62%	0.33%	0.16%	0.15%	0.31%	0.30%	1.20%	1.80%	
Temp Prior FY-2010	1,893	1,279	614	9	11	1,068	476	147	85	29	16	2	0	6	5	18	21	
Temp Prior FY %	100.00%	67.56%	32.43%	0.47%	0.58%	56.41%	25.14%	7.76%	4.49%	1.53%	0.84%	0.10%	0.00%	0.31%	0.26%	0.95%	1.10%	
Temp. Current FY-2011	1,455	1,020	435	7	9	889	345	73	48	24	8	2	0	4	3	21	22	
Temp Current FY %	100.00%	70.10%	29.89%	0.48%	0.61%	61.09%	23.71%	5.01%	3.29%	1.64%	0.54%	0.13%	0.00%	0.27%	0.20%	1.44%	1.51%	
General CLF % (2000)	100.00%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	
Difference #	-438	-259	-179	-2	-2	-179	-131	-74	-37	-5	-8	0	0	-2	-2	3	1	
Ratio Change %	0.00%	-2.54%	-2.54%	0.01%	0.03%	4.68%	-1.43%	-2.75%	-1.20%	0.11%	-0.30%	0.03%	0.00%	-0.04%	-0.06%	0.49%	0.41%	
Net Change %	-23.13%	-19.99%	-15.13%	-0.22%	-0.18%	-16.73%	-27.52%	-50.84%	-35.29%	-17.24%	-50.00%	0.00%	0.00%	-33.33%	-40.00%	18.63%	17.62%	

**MODEL EEO PROGRAM SUMMARY**

Element A. Demonstrated Commitment from Agency Leadership:

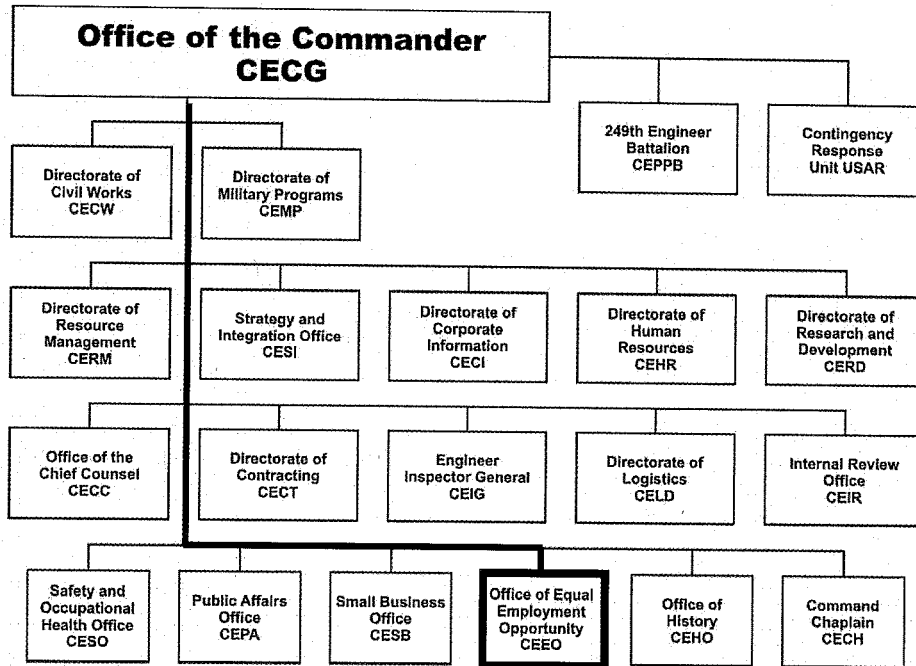
**Strength:** USACE publishes policy statements (Equal Employment Opportunity, Prevention of Sexual Harassment, Implementing Sustainability, Safety and Occupational Health, Quality of Life, etc.) upon the appointment/confirmation of the Commander/Chief of Engineers. These policy statements are embraced by USACE Commanders, linked with the model EEO Program six essential elements for broader application of diversity, and communicated to the workforce.

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

**Strengths:** The Chief of EEO Programs has access to the Chief of Engineers and reports directly to the Chief of Staff/Deputy Commanding General (CoS/DCG). The Chief of EEO programs also provides quarterly EEO Updates to the CoS/DCG and on an as needed basis.

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Element C. Management and Program Accountability:

Strengths: HQ USACE EEO staff use the MD 715 Reporter, BOXi, and iComplaints , to centrally perform detailed program evaluations which are replicated at the Division, District, and Center levels. USACE EEO management officials review each finding of discrimination to determine the appropriateness of taking disciplinary action against agency officials involved in the matter. All findings of discrimination decisions are tracked and issues, problems and trends reported to the Command leadership for appropriate action. USACE EEO practitioners ensure compliance with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority. Managers and supervisors are rated on their support of the EEO program. The automated performance evaluation system includes specific objectives that measure individual managers' support of EEO initiatives.

Element D: Proactive Prevention of Unlawful Discrimination

Strength: USACE is committed to preventing discrimination on the bases of race, color, national origin, religion, sex, age, reprisal and disability, and eliminate barriers that impede free and open competition in the workplace. USACE also implemented the Department of the Army's Sexual Harassment and Assault Response Program training across the Command during this reporting period. As part of its commitment, USACE conducts EEO program self-assessments, climate surveys, and Staff Assist Visits (SAVs) to monitor progress, identify



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areas where barriers may exist, and develop strategic plans to eliminate identified barriers. USACE policies and practices support program operations. The program infrastructure, as expressed in Army regulations provides visibility to EEO programs and practices. Redress methods are discussed at New Employee Orientations for both civilian and military personnel.

Element E: Efficiency

**Strengths:** USACE has an efficient and fair Alternative Dispute Resolution (ADR) process (mediation is the preferred method) and utilizes the Department of the Army complaint tracking system (iComplaints) to monitor the complaint process IAW established regulations. HQ USACE EEO staff also evaluates subordinate EEO offices via the Annual Federal Equal Employment Opportunity Statistical Report of Discrimination (462 Report).

USACE utilizes an automated complaint tracking and monitoring system, iComplaints, that permits the organization to identify the location, status, and length of time elapsed at each stage of the organization's complaint resolution process, the issues and the basis of the complaints, the aggrieved individuals/complainants, the involved management officials and other information necessary to analyze complaint activity and identify trends.

**Deficiencies:** Reasonable accommodation guidance requires 90 percent of accommodation requests to be processed within established timeframes. A review indicates not all locations are processing within established timeframes.

- Review of disability accommodation decisions/actions are conducted at the Division and District levels; there is no capability to collect data on reasonable accommodations requests USACE-wide. There is no command-wide automated tracking system in place to bring visibility to these requests or to analyze the information.
- USACE does not have a dedicated Reasonable Accommodation/Disability Program Manager to manage the program.

**Deficiencies:** Current USACE Alternative Dispute Resolution (ADR) Policy only encourages managers with settlement authority to participate in the process when an aggrieved employee accepts an offer to mediate.

Element F: Responsiveness and Legal Compliance

**Strength:** USACE will continue to monitor all EEOC and AR-690-600 required reporting and compliance actions through an aggressive program evaluation process. Strategy for FY 12: HQ USACE EEO Office will conduct USACE-wide EEO program evaluations regarding the following action items:

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- Implement a dynamic EEO Professional Development Program Plan. The plan will strengthen USACE-wide EEO core competencies, knowledge, skills and abilities, enhancing USACE's ability towards becoming a model EEO program.
- Conduct scheduled EEO program evaluations through Staff Assist Visits (SAVs) to Divisions, Districts, Centers, Laboratories, and FOAs.

Over the past five years, USACE consistently has depicted a low participation rate regarding Targeted Disabilities, Hispanics, and Women compared to the U.S. Census Federal High standard. Further analysis of recruiting and hiring methods will be analyzed in the Applicant Pool section of this report to determine if triggers/barriers exist in USACE policy, practice, or procedures.

Source: HQ ACPERS DCPDS Data Table B-1

USACE	FY-2007	FY-2008	FY-2009	FY-2010	FY-2011
Targeted Disabilities	87%	80%	76%	74%	72%
Federal High	2.16%	2.16%	2.16%	2.16%	2.00%
Difference	-1.29%	-1.36%	-1.4%	-1.42%	-1.28%

Source: HQ ACPERS DCPDS Data Table A-1

USACE	FY-2007	FY-2008	FY-2009	FY-2010	FY-2011
Women	31.72%	31.74%	32.07%	31.93%	32.02%
Federal High	46.80%	46.80%	46.80%	46.80%	46.80%
Difference	-15.08%	-15.06%	-17.73%	-14.87%	-14.78%

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Source: HQ ACPERS DCPDS Data Table A-1

USACE	FY-2007		FY-2008		FY-2009		FY-2010		FY-2011	
	M	F	M	F	M	F	M	F	M	F
Gender										
Hispanics	2.01%	1.29%	1.89%	1.18%	1.75%	1.13%	1.70%	1.03%	1.70%	1.05%
Federal High	6.20%	4.50%	6.20%	4.50%	6.20%	4.50%	6.20%	4.50%	6.20%	4.50%
Difference	-4.19%	-3.21%	-4.31%	-3.32%	-4.25%	-3.37%	-4.5%	-3.47%	-4.5%	-3.45%

**Summary of EEO Plan action items implemented or accomplished**

**GOAL 1:**

**Recruit a diverse workforce**

**Fill time:**

- Ensuring appropriate staffing levels. (At Division, District, Center, Laboratory, and FOA level there is a constant focus on workload analysis within all Communities of Practice.
- Monitor recruit/fill actions on a monthly basis IAW the Consolidated Command Guidance (CCG).
- The average fill time for competitive actions in FY 2011 was 94.5 days exceeding the Army goal of 55 days, whereas, in FY-10 the average fill time was 112.62 days.

**Outreach Efforts:** USACE continues to maintain long-term partnerships with professional organizations such as the Hispanic Engineer National Achievement Awards Corporation/Great Minds in STEM (HENAAC/GMIS); Black Engineer of the Year Award (BEYA); the Society of Women in Engineering (SWE); American Indian Science and Engineering Society (AISES); Advancing Minorities' Interest in Engineering (AMIE); Society of Hispanic Professional Engineers (SHPE); and Women of Color (WOC). USACE participates in career fairs in conjunction with these annual conferences.

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The Corps has implemented a number of changes to its Corporate Recruitment Program instituting an annual marketing plan that outlines advertising efforts and career fair/conference participation to increase the USACE presence to the general public. These activities were researched and selected in an effort to reach targeted audiences where low participation rates existed. USACE branding boasts a consistent message in our advertisements. Additionally, USACE has begun exploring additional outreach efforts with professional organizations and colleges/universities that may enable recruiting successes at the lowest levels throughout the organization.

**Campaign Plan Goal 4: Retain the workforce of the future:**

- **Retention Rates New Hires 2011**
  - Overall retention rates for permanent engineering occupational series onboard after 6-18 months ranges from 89.68% to 96.52% and Non critical occupations retention rate is 82.53%.
  - Overall retention rates for permanent engineering occupational series onboard after 18-30 months ranges from 81.86% to 91.26% and Non critical occupations retention rate is 74.33%.

(Source: HQ ACPERS DCPDS)

Retention of FY10 New Hires as of 31 March 2011 (on board after 6-18 months):							
Series	Perm	On-Board 31Mar11	% Retained	Series	Perm	On-Board 31Mar11	% Retained
Gen Nat Res Mgt and Bio Sci*(401)	127	122	96.06%	Contracting* (1102)	234	203	86.75%
Eng Tech* (802)	126	113	89.68%	Realty* (1170)	36	36	100.00%
Construction Control Tech* (809)	136	127	93.38%	Lock & Dam* (5426)	76	71	93.42%
Civil Eng* (810)	575	555	96.52%	Non-MCOs	2055	1696	82.53%
Mechanical Eng* (830)	113	107	94.69%	<b>Grand Total</b>	<b>3567</b>	<b>3115</b>	<b>88.83%</b>
Electrical Eng* (850)	89	85	95.51%	*Mission Critical Occupations (MCOs)			
Retention of FY09 New Hires as of 31 March 2011 (on board after 18-30 months):							
Series	Perm	On-Board 31Mar11	% Retained	Series	Perm	On-Board 31Mar11	% Retained
Gen Nat Res Mgt and Bio Sci (401)	222	195	87.84%	Contracting* (1102)	270	194	71.85%
Eng Tech* (802)	152	128	84.21%	Realty* (1170)	71	61	85.92%
Construction Control Tech (809)	204	167	81.86%	Lock & Dam* (5426)	87	76	87.36%
Civil Eng* (810)	972	887	91.26%	Non-MCOs	2594	1928	74.33%
Mechanical Eng* (830)	147	123	83.67%	<b>Grand Total</b>	<b>4817</b>	<b>3842</b>	<b>79.76%</b>
Electrical Eng* (850)	98	83	84.69%	*Mission Critical Occupations (MCOs)			
Note: Retained percentage calculated from comparison of on board USACE employees and USACE ACTEDS (BOX) HQ ACPERS) to closed recruit fill actions for USACE and USACE ACTEDS (BOX) Productivity). Quarterly comparisons are made with new hire record dropped if not on board.							

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Areas of Recognition:

- The retention of new hires in FY-11 exceeded 90% among various career programs and occupational series (see below chart).
- USACE population of individuals with an identified disability (6.71%) is above the U.S. Census National Federal High Goal (2.00%)
- USACE population of Native American (Males & Females) is between .61% to .35% above the Census National Civilian Labor Force statistics.
- Among the supervisory distribution status, Black males/females, Asian males, American Indian males, and Native Hawaiian /Asian Pacific Islanders females are above parity compared to the NCLF.
- Among applicant pool data (hires for FY-11), Black females, Asian males/females remain consistently above parity for the past three years.
- In GS 13-15 supervisory status, Hispanics males increased above parity compared to previous year (FY-10).

Areas of Improvement:

- In FY-10 and FY-11, USACE promotions for Hispanics (Male & Female), White/Asian Females, and Black Males remained below the Census National Civilian Labor Force statistics.
- Among the distribution of Supervisor Status, in FY-11, Hispanics, Black/White/Asians, and American Indian Females are below parity, the same in FY-10.
- Among high grades (GS-13 to GS-15), Hispanic, Black, Asian, and American Indian females, as well as Black and American Indian males are below the National Civilian Labor Force percentages.
- USACE targeted disability (0.72%) is below the U.S. Census Federal Goal percentage (2.00%), whereas, in FY-10 (0.74%).
- USACE applicant pool selections for FY-09 and FY-11 for Hispanics (males & females), White females and Black males over the past three years consistently depict a low participation rate.

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Annual Federal Equal Employment Opportunity  
Statistical Report of Discrimination Complaints

**FY 2011 462 Report Analysis**

**Complaints processing summary during this reporting period:**

USACE had 128 complaints in FY-11 compared to 141 complaints at the beginning of the reporting period in FY-10. Of the 128 complaints filed, (8) complaints were remanded back to the agency for further processing. There are some deficiencies in the processing of EEO complaints in accordance with established guidelines (See Form H). The standard for counseling complaints is 30 days unless an extension is granted. USACE had 36 complaints that were untimely compared to 44 in FY-10. There were also 17 individuals counseled beyond 90 days, an increase of 8 from FY-10.

The top two issues raised in complaints in FY-11 were harassment (non-sexual) and promotion non-selection, the same a previous year. **GREEN** numbers indicate a decrease from the previous year regarding basis and issues above five individual instances.

<b>Top 5 Issues</b>	<b>FY-11</b>	<b>Top 5 Bases</b>	<b>FY-10</b>
Harassment (Non-Sexual)	<b>39</b>	Harassment (Non-Sexual)	<b>37</b>
Promotion/Non-Selection	<b>36</b>	Promotion/Non-Selection	<b>24</b>
Disciplinary Actions: Reprimand/Suspension	<b>21</b>	Evaluation/Appraisal	<b>20</b>
Assignment of Duties	<b>14</b>	Disciplinary Actions: Reprimand/Suspension	23
Evaluation/Appraisal	<b>14</b>	Assignment of Duties	16

Annual Federal Equal Employment Opportunity  
Statistical Report of Discrimination Complaints

Summary of Closures by Categories  
(Source: 462 Reports, Part6)

USACE closed (155) formal complaints in FY-11, an **increase** of (9) from FY-10. The average number of days to close complaints was (283.04-days) in FY-11, a **decrease** of 71.09 days from FY-10 (354.13). Final agency decisions (80) without an administrative judge averaged 195.04-days, whereas, the average days in FY-10 was (252.48), a **decrease** of 57.44-days. There was only (1) finding of discrimination in FY-11 compared to (7) findings of discrimination in FY-10. In FY-11, there were (36) NON-ADR and (4) ADR settlements.

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USACE completed 64 investigations in FY-11. During this reporting period, there were (13) investigations completed within the EEOC's 180-day timeframe. There were (45) Investigations completed between 181-360-days, an increase of (2) from FY-10. The average time taken to complete all investigations equaled (241.59-days), in FY-11, which was an increase of 29.83 from FY-10 (211.76-days).

**ADR Informal Stage:**

USACE offered Alternative Dispute Resolution (ADR) 87-times in the informal stage for FY-11 compared to 73-times offered in FY-10.

**ADR Formal Stage:**

USACE offered ADR (20-times) at the formal phase in FY-11. ADR was rejected by aggrieved individuals (6-times) in FY-11. The average days for completing ADR during FY-11 was (29.45-days), an increase of (23.22-days) compared to FY-10.

**Summary of Formal Complaints Closed with Benefits:**

USACE closed (32) complaints via a final agency decision in FY-11. A summary of formal closures with benefits (back/front pay, lump sum payment, compensatory damages, and attorney fees) in FY-11 equaled (\$1,302,738.63), an increase of (\$560,774.25) from FY-10 (\$905,229.91).

**INDIVIDUALS WITH DISABILITIES**

USACE has consistently employed individuals with disabilities-between FY-10 and FY-11 above the Census National Civilian Labor Force (CLF) percentage rate. The Corps is committed to increasing the number of individuals with targeted disabilities in compliance with Executive Order 13163. In FY-11, USACE continued to collaborate with the Wounded Warriors Project and the Workforce Recruitment Program (WRP) and hired individuals with disabilities and severely disabled veterans. However, improvement efforts to employ workers with **targeted disabilities** through increased recruitment, hiring, and retention of these individuals is highly encouraged.

The EEOC and Department of the Army encourage programs that provide for the hiring and accommodation of individuals with disabilities and particularly for individuals with targeted disabilities (generally, those disabilities that are more challenging to accommodate in the work place).

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USACE work force comparisons against the U.S. Census Bureau 2000 data on individuals with disabilities are as follows:

	<u>2011</u>	<u>2010</u>
NCLF Individuals with Work Disabilities	2.16%	2.16%
USACE Individuals with Disabilities	6.71%	6.54%
USACE Individuals with Targeted Disabilities	0.72%	0.74%
USACE Not Identified Disabilities	1.50%	1.52%

U.S. Census Bureau changed the disability codes for targeted disabilities in 2011; thus, a comparison between previous year data is not sufficient for analysis.

USACE FY-11 and FY-10 demographic trends are very similar for individuals with disabilities (see table B-1). Although the overall disability trend across USACE is above parity, percentages of personnel with targeted disabilities have remained significantly low (0.72%), compared to the U.S. Census Federal Goal for targeted disabilities of 2.00%.

Employment Tenure	Total Employees	(01) Not Identified	(06 - 94) Disability	Targeted Disability
Total Prior FY # 2010	38,468	587	2,584	285
Total Prior FY %	100.00%	1.52%	6.71%	0.74%
Total Current FY # 2011	38,264	574	2,570	277
Total Current FY %	100.00%	1.50%	6.71%	0.72%
Federal Goal				2.00%
Difference #	-204	-13	-14	8
Ratio Change %	0.00%	-0.02%	0.00%	-0.02%
Net Change %	-0.53%	-2.21%	-0.54%	2.80%

Table B3-3 indicates that USACE's current distribution by disability reflects (5.04%) supervisors or managers and (8.95%) management officials with a disability, which is significantly above the U.S. Census Federal Goal of 2.00% percentage rate during FY-11, however, targeted disabilities and disabilities not identified remain significantly low.



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**Table B3-3: Supervisors - Permanent Workforce - Distribution by Disability (CEHQ, FY 2011)**

Supervisor Groups	Total	(01) Not Identified, (06 - 94) Disability, Targeted Disability		
		(01) Not Identified	(06 - 94) Disability	Targeted Disability
SUPERVISOR OR MANAGER	% 100.00%	1.60%	5.04%	0.36%
SUPERVISOR (CSRA)	% 100.00%	1.08%	8.64%	1.08%
MANAGEMENT OFFICIAL (CSRA)	% 100.00%	1.49%	8.95%	0.00%
LEADER	% 100.00%	1.19%	4.47%	0.00%
TEAM LEADER	% 100.00%	0.90%	6.36%	0.00%
NON-SUPERVISORY	% 100.00%	1.49%	6.96%	0.78%
Total	% 100.00%	1.50%	6.71%	0.72%
Federal Goal	0	0	0	2.00%

**Hires of Individuals with Disabilities (Table B8-10).** As indicated earlier, USACE trends for the hiring of individuals with disabilities is significantly above the NCLF percentage rate. The ratio between the number of individuals with disabilities that are referred, and then selected, compared to individuals with targeted disabilities regarding the same are significantly lower.

**Table B8-10: DISTRIBUTION OF APPLICANTS BY YEAR - by Disability (CEHQ, FY 2011)**

Occupational Groups	Total Employees	(01) Not Identified, (06 - 94) Disability, Targeted Disability		
		(01) Not Identified	(06 - 94) Disability	Targeted Disability
<b>Percent Applied by Year</b>				
2009	% 100.00%	2.37%	9.64%	0.61%
2010	% 100.00%	2.16%	9.60%	0.72%
2011	% 100.00%	2.47%	10.24%	0.77%
<b>Percent Referred by Year</b>				
2009	% 100.00%	2.66%	9.97%	0.59%
2010	% 100.00%	2.56%	10.22%	0.70%
2011	% 100.00%	2.45%	10.03%	0.70%
<b>Percent Selected by Year</b>				
2009	% 100.00%	1.87%	7.44%	0.48%
2010	% 100.00%	1.88%	8.05%	0.64%
2011	% 100.00%	1.47%	6.73%	0.20%

**LOW PARTICIPATION RATES**

**Major Occupation: (See Appendix A)**

Table A6-1 is a breakdown of major occupations by career program. Note, each occupational series have a separate CLF percentage associated with the current population data. The below chart indicates the overall population rate across the Corps. The RED highlighted areas indicate low participation rates within each career program. USACE over the past 4-6 years consistently has had low participation rates in engineering occupations for Hispanic, Blacks, and Asian males and White and Asian females. A more detailed analysis by

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pay grade and supervisory status by Race and National Origin, and Applicant Pool activity will be analyzed later in this report.

**Table A6-1: DISTRIBUTION BY MAJOR OCCUPATIONS Distribution by Race/Ethnicity and Sex**  
(CEHQ, FY 2011)

Job Title/Series	Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)													
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		Alaskan Native		Indian or American Indian		Two or more races	
						%	%	%	%	%	%	%	%	%	%	%	%	%	%
810 CIVIL ENGINEERING	6,417	5,320	1,097	192	40	442	609	94	96	339	1	10	6	24	11	119	44		
17-2051 Civil Engineers	100.00%	82.90%	17.09%	3.0%	0.62%	6.9%	12.60%	3.2%	1.49%	5.28%	1.4%	0.15%	0.09%	0.37%	0.17%	1.85%	0.68%		
401 GEN NATURAL RESOURCES MGMT	2,807	1,887	920	18	12	71	830	33	38	14	7	0	1	29	8	22	14		
19-1020 Biological Scientists	100.00%	67.22%	32.77%	0.64%	0.42%	2.5%	29.56%	1.7%	1.35%	0.49%	0.6%	0.00%	0.03%	1.03%	0.28%	0.78%	0.49%		
809 CONSTRUCTION CONTROL TECHNIC	1,305	1,225	81	51	2	95	68	94	8	30	1	10	0	12	1	33	3		
47-4011 Construction and Building Inspect	100.00%	93.79%	6.20%	3.9%	0.15%	7.3%	5.05%	7.3%	0.61%	2.29%	0.0%	0.76%	0.00%	0.91%	0.07%	2.52%	0.22%		
830 MECHANICAL ENGINEERING	821	746	75	20	4	69	53	31	7	68	5	0	0	2	1	16	5		
17-2141 Mechanical Engineers	100.00%	90.86%	9.13%	2.4%	0.48%	7.4%	6.45%	3.7%	0.85%	8.28%	0.6%	0.00%	0.00%	0.24%	0.12%	1.94%	0.60%		
850 ELECTRICAL ENGINEERING	673	586	87	19	3	30	53	32	17	69	1	2	0	2	0	12	3		
17-2070 Electrical and Electronics Engine	100.00%	87.07%	12.92%	2.8%	0.44%	4.5%	7.87%	4.8%	2.52%	13.22%	1.6%	0.29%	0.00%	0.29%	0.00%	1.78%	0.44%		
819 ENVIRONMENTAL ENGINEERING	428	295	133	15	5	29	111	8	5	23	9	0	0	2	1	8	3		
17-2081 Environmental Engineers	100.00%	68.92%	31.07%	3.5%	1.16%	6.8%	25.93%	1.9%	1.16%	6.37%	1.8%	0.00%	0.00%	0.46%	0.23%	1.85%	0.70%		

**General Schedule (GS):**

In FY-11 USACE-wide, women in GS grade levels, GS-13 thru GS-15, represented **low participation rates** of: GS-13 (25.17%), GS-14 (24.60%), and GS-15 (22.43%) compared to the NCLF (46.80%), whereas, in FY-10, women in GS grade levels, GS-13 thru GS-15, represented low participation rates of: GS-13 (25.18%), GS-14 (23.70%), and GS-15 (23.23%) compared to the NCLF (37.23%). See table A4-1.

USACE-wide, minority Hispanic, White, Black, Asian and American Indian Females and Black Males represent a low participation rate in high graded positions. See Table A4-1.

**Table A4-1: PARTICIPATION RATES ACROSS GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex**  
(CEHQ, FY 2011)

GS/GM and Related Grades	Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)													
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		Alaskan Native		Indian or American Indian		Two or more races	
						%	%	%	%	%	%	%	%	%	%	%	%	%	%
Total GS/GM/GG	30,575	19,191	11,384	530	380	15,935	8,164	1,215	1,850	921	515	46	49	151	128	393	297		
Grade 13	100.00%	74.82%	25.17%	2.03%	0.86%	63.31%	18.54%	3.42%	3.37%	3.99%	1.55%	0.18%	0.10%	0.47%	0.21%	1.39%	0.51%		
Grade 14	100.00%	75.39%	24.60%	2.23%	0.86%	64.15%	17.33%	3.40%	4.06%	4.01%	1.01%	0.20%	0.20%	0.40%	0.30%	0.96%	0.81%		
Grade 15	100.00%	77.56%	22.43%	0.90%	0.75%	68.22%	17.77%	3.76%	2.86%	3.01%	0.90%	0.00%	0.00%	0.30%	0.00%	1.35%	0.15%		
Total Non Wage Grade Pay Plans	100.00%	62.76%	37.23%	1.24%	0.62%	51.18%	25.70%	3.37%	6.05%	3.01%	1.68%	0.15%	0.16%	0.49%	0.41%	1.23%	0.97%		

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**APPLICANT POOL ANALYSIS**

Applicant Pool data will be analyzed using a comparison between the total number of applicants **"referred"** to the total number of applicants **"selected"** during this reporting period. Although no comparison data was available to determine if a barrier to equal opportunity exists, an overall review of applicant pool data may create an opportunity for a more detailed analysis as to "why" some comparative percentages between referred and selected protected group(s) appear lower than other protected group(s).

USACE overall comparative applicant pool data (Table A8-10) from 2010 to 2011 relatively remained the same (low participation rates) for Hispanics, White Females, and Black Males.

**Table A8-10: Distribution of Applicants by Year by Race/Ethnicity and Sex  
(CEHQ, FY 2011)**

Occupational Groups	Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)												
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races		
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
<b>Percent Applied By Year</b>																		
2009 %	100.00%	70.60%	29.39%	3.36%	1.52%	49.85%	15.24%	4.27%	5.07%	3.66%	1.09%	0.08%	0.07%	0.29%	0.16%	9.06%	6.20%	
2010 %	100.00%	69.82%	30.17%	3.67%	1.42%	47.25%	14.98%	4.40%	5.13%	3.93%	1.13%	0.10%	0.08%	0.23%	0.13%	10.20%	7.26%	
2011 %	100.00%	69.06%	30.93%	3.62%	1.52%	44.75%	14.44%	5.49%	6.05%	4.03%	1.22%	0.14%	0.10%	0.20%	0.19%	10.81%	7.37%	
<b>Percent Referred By Year</b>																		
2009 %	100.00%	72.33%	27.66%	3.34%	1.20%	51.97%	14.91%	5.69%	6.52%	4.56%	1.25%	0.14%	0.13%	0.47%	0.31%	6.13%	3.30%	
2010 %	100.00%	71.38%	28.61%	3.27%	1.22%	49.38%	14.25%	6.52%	7.58%	4.44%	1.26%	0.18%	0.11%	0.48%	0.28%	7.09%	3.88%	
2011 %	100.00%	68.54%	31.45%	3.11%	1.28%	46.02%	15.14%	6.67%	8.12%	4.33%	1.44%	0.24%	0.15%	0.33%	0.34%	7.82%	4.96%	
<b>Percent Selected By Year</b>																		
2009 %	100.00%	65.30%	34.69%	1.36%	1.09%	55.88%	24.55%	4.32%	6.09%	1.90%	1.36%	0.00%	0.22%	0.22%	0.40%	1.59%	0.95%	
2010 %	100.00%	64.96%	35.03%	1.55%	1.03%	53.73%	22.12%	4.55%	8.26%	2.44%	1.73%	0.04%	0.00%	0.42%	0.37%	2.11%	1.50%	
2011 %	100.00%	63.88%	36.11%	2.40%	1.27%	52.44%	23.77%	3.83%	6.77%	2.18%	1.73%	0.15%	0.22%	0.15%	0.37%	2.70%	1.95%	
<b>General/CLF 2000</b>	100.00%	63.20%	36.80%	3.20%	1.50%	39.00%	33.70%	4.60%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.60%	0.80%	

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**Distribution by Supervisory Status**

The comparison of Women and Minorities in supervisory and managerial positions in FY-11 remained relatively the same from the FY-10 low participation rate. This is a direct reflection on low participation rates at the GS-13 thru 15 levels for women and minorities at the higher grade levels.

**Table A3-3-1: DISTRIBUTION BY SUPERVISORY STATUS  
(CEHQ, FY 2011)**

Occupational Groups	Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)												
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races		
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
SUPERVISOR OR MANAGER	%	100.00%	78.77%	21.22%	2.24%	0.70%	67.91%	16.22%	3.71%	2.90%	3.13%	0.78%	0.08%	0.10%	0.64%	0.14%	1.04%	0.34%
SUPERVISOR (CSRA)	%	100.00%	67.02%	32.97%	2.70%	1.62%	55.67%	21.62%	4.66%	3.78%	1.08%	2.16%	0.00%	1.08%	1.08%	0.00%	1.62%	2.70%
MANAGEMENT OFFICIAL (CSRA)	%	100.00%	71.64%	28.35%	0.00%	2.98%	68.65%	22.38%	1.49%	2.98%	1.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
NON-SUPERVISORY	%	100.00%	66.14%	33.85%	1.63%	1.10%	55.00%	24.30%	5.02%	5.56%	2.53%	1.49%	0.15%	0.12%	0.59%	0.38%	1.19%	0.86%
Total	%	100.00%	67.98%	32.01%	1.70%	1.05%	56.85%	23.10%	4.98%	5.17%	2.60%	1.39%	0.14%	0.12%	0.60%	0.35%	1.16%	0.80%
CLF 2000 (Officials and Managers)	%	100.00%	61.40%	38.60%	3.30%	2.40%	52.10%	30.60%	2.80%	3.50%	2.10%	1.30%	0.00%	0.00%	0.20%	0.20%	0.70%	0.50%

**Promotions:**

From 2006 to 2010, overall promotions for Hispanic and White women and Hispanic males remain consistently below the National Civilian Labor Force (NCLF).

**Table A17-7: Promotions By Year By Race/Ethnicity And Sex  
(CEHQ, FY 2011)**

FY	Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)												
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races		
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
2006	%	100.00%	61.57%	38.42%	2.14%	2.40%	49.80%	25.99%	4.81%	6.95%	3.59%	1.76%	0.09%	0.16%	0.62%	0.68%	0.49%	0.46%
2007	%	100.00%	61.97%	38.02%	1.96%	2.03%	51.46%	25.99%	5.06%	6.83%	2.25%	1.94%	0.12%	0.26%	0.49%	0.52%	0.60%	0.42%
2008	%	100.00%	62.87%	37.12%	1.55%	1.97%	53.19%	25.60%	4.24%	7.38%	2.28%	1.34%	0.15%	0.07%	0.39%	0.20%	1.05%	0.53%
2009	%	100.00%	62.73%	37.26%	1.52%	1.45%	53.01%	26.50%	4.28%	6.43%	2.25%	1.40%	0.01%	0.08%	0.60%	0.37%	1.02%	1.00%
2010	%	100.00%	60.76%	39.23%	1.48%	1.00%	51.28%	28.37%	4.02%	6.66%	1.94%	1.63%	0.10%	0.05%	0.44%	0.35%	1.48%	1.14%
2011	%	100.00%	61.91%	38.08%	1.45%	0.86%	52.66%	28.30%	3.69%	5.57%	2.23%	1.10%	0.10%	0.13%	0.45%	0.48%	1.40%	1.61%
General CLF 2000	%	100.00%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%

The U.S. Army Corps of Engineers (USACE) is continuing towards achieving a Model EEO Program. Through disciplined people, USACE will attract, develop and retain a world-class workforce. USACE will become the agency of choice, by efficiently, effectively, and safely delivering sustainable projects and services. USACE will use its Campaign Plan to establish priorities for the future and focus on transformation initiatives. The future is bright and the state of the USACE is not just strong, it's Army STRONG!

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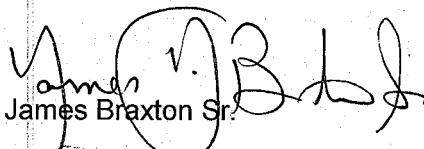
CERTIFICATION of ESTABLISHMENT of CONTINUING  
EQUAL EMPLOYMENT PROGRAMS

I, James Braxton Sr. Chief, EEO Programs, GS-026-015 am the Principal EEO Director/Official for the U.S. Army Corps of Engineers.

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

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

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

  
James Braxton Sr.

11/15/2011

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

Date



20 Jan 12

Signature of Agency Head or Agency Head Designee

Date

*Although we have made progress in some areas, we are developing an action plan that should help us improve across the board.*

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**715-01 PART G**  
**AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS**

<b>Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP</b> Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.				
<input type="checkbox"/> Compliance Indicator	EEO policy statements are up-to-date.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
<input type="checkbox"/> Measures		Yes	No	
	The Agency Head was installed on . The EEO policy statement was issued on . Was the EEO policy Statement issued within 6-9 months of the installation of the Agency Head? If no, provide an explanation.	X		
	During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide and explanation.		X	We currently have an Acting Chief Form H (N/A)
	Are new employees provided a copy of the EEO policy statement during orientation?	X		
	When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?	X		
<input type="checkbox"/> Compliance Indicator	EEO policy statements have been communicated to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
<input type="checkbox"/> Measures		Yes	No	
	Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?	X		
	Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?	X		
	Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR Â§1614.102(b)(5)]	X		
<input type="checkbox"/> Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
<input type="checkbox"/> Measures		Yes	No	
	Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.
	resolve problems/disagreements and other conflicts in their respective work environments as they arise?	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.

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address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.	
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.	
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.	
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.	
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications ?	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.	
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.	
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.	
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.	X		Per Dept. of the Army policy, they are rated on EEO/ Affirmative Action or on Organizational Mgmt/ Leadership.	
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?	X			
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?		X	As a result of newly instituted EEOC/DA Reasonable Accommodation Policy, USACE-wide formalized training has not been conducted for managers and or supervisors.	
<b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION</b> <b>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.</b>				
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	

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Is the EEO Director under the direct supervision of the agency head? [see 29 CFR Â§1614.102(b)(4)] 25. For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)		X	The Chief, Office EEO is not supervised by the Commander, USACE. Currently the position is supervised by the Chief of Staff.	
Are the duties and responsibilities of EEO officials clearly defined?		X		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X		
If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		X		
If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components? If not, please describe how EEO program authority is delegated to subordinate reporting components.		X	The Command Chief, EEO does not have direct authority for EEO programs at subordinate levels. Division EEO Natl Office Mgrs provide oversight to District/Center Offices. Officers at District/Centers report directly to their respective Cdrs or Dep.Cdrs.	
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		X		
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		X	A newly developed EEO Scorecard has been created for the purpose of providing the Chief and all subordinate Cdrs with the state of EEO quarterly.	
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?		X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. Â§ 1614.102(b)(3)]		X	EEO Officers are usually present during discussions at staff meetings and leader conferences but not routinely during deliberations/the development phase as a part of the command team. (Form H N/A)	



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Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		X		The USACE EEO Chief does participate in strategic planning discussions and have just recently started participating in human capital plan development and other organization workforce planning processes. (Form H N/A)
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		X		
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		X		
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X		
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X		
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X		
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The agency has committed sufficient budget to support the success of its EEO Programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems		X		
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)		X		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?		X		

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Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X			
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X			
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X			
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. Â§ 1614.102(b)(5)]	X			
Is there sufficient funding to ensure that all employees have access to this training and information?	X			
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:	X			
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X			
to provide religious accommodations?	X			
to provide disability accommodations in accordance with the agency's written procedures?	X			
in the EEO discrimination complaint process?	X			
to participate in ADR?	X			
<b>Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY</b> <b>This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.</b>				
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		Currently there is no standardization USACE-wide of this element. An FY-11 action plan has been developed to improve this item.
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR Â§ 1614.102(b)(3)]</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	

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Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		X		
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		X		
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.			X	Currently there is no standardization USACE-wide of this element. An action plan has been developed to improve this item.
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		X		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?		X		
<b>Essential Element D: PROACTIVE PREVENTION</b> <b>Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.</b>				
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?		X		
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?		X		

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Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?		X		
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?		X		
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		X		
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		X		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		X		
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are all employees encouraged to use ADR?		X		ADR is encouraged but not required USACE-wide. Form H (N/A)
Is the participation of supervisors and managers in the ADR process required?			X	ADR is encouraged but not required by managers/supervisors USACE-wide. Form H (N/A)
<b>Essential Element E: EFFICIENCY</b>				
<b>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.</b>				
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?			X	As a result of the EEO program funding shortfalls for FY-10 audits of subordinate level programs to ensure model EEO program achievement. EEO audits of subordinate offices are being conducted on a bi-annual basis. Form H (N/A)
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X		

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Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X		
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X		
Does the agency hold contractors accountable for delay in counseling and investigation processing times? If yes, briefly describe how:		X		Through the office of Contracting.
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		X		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?			X	See attached Form H.
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		X		
Does the agency complete the investigations within the applicable prescribed time frame?			X	Investigations are conducted by DoD, IRD which in some cases hampers the ability to complete investigations within applicable time frames
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X		Decisions are issued at Department of the Army Agency level, not at USACE level.

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When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		X		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		X		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
In accordance with 29 C.F.R. Â§1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		X		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X		Decisions are issued at Department of the Army Agency level, not at USACE level.
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		X		
Does the responsible management official directly involved in the dispute have settlement authority?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?		X		
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. Â§ 1614.102(a)(1)?		X		
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		X		
Do the agency's EEO programs address all of the laws enforced by the EEOC?		X		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X		

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Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		Yes	No	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		X		
Does the agency discrimination complaint process ensure a neutral adjudication function?		X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		X		
<b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b> <b>This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.</b>				
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		Yes	No	
Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		Yes	No	
Does the agency have control over the payroll processing function of the agency?				
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		X		
Are procedures in place to promptly process other forms of ordered relief?		X		
<input type="checkbox"/> <b>Compliance Indicator</b>	<b>Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<input type="checkbox"/> <b>Measures</b>		Yes	No	

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



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**715-01 PART H**  
**EEO Plan To Attain the Essential Elements of a Model EEO Program**

FY 2011 CEHQ	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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. Substantial numbers of precomplaints are not being processed within time limits.  Beyond 30 Days
OBJECTIVE:	Complete the precomplaint process within authorized time limits. Obtain written agreements of extension when necessary. Afford employees and applicants their full rights under the EEO complaint process.
RESPONSIBLE OFFICIAL:	Commanders of EEO Officers; Chief, Office of EEO
DATE OBJECTIVE INITIATED:	12/15/2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	6/15/2012
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Issue guidance, best practices, and standards.	6/15/2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	TARGET DATE (Must be specific)

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

FY 2011 CEHQ	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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. There is currently no standardization USACE-wide of this element.
OBJECTIVE:	An FY-12 action plan has been developed to improve this item.
RESPONSIBLE OFFICIAL:	Henry McLain
DATE OBJECTIVE INITIATED:	11/17/2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	6/15/2012
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	TARGET DATE (Must be specific)

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**715-01 PART H**  
**EEO Plan To Attain the Essential Elements of a Model EEO Program**

FY 2011 CEHQ	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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. The Complaint being processed within the 30 day of initial contact.
OBJECTIVE:	To enforce strict performance requirements and uphold adverse performance appraisals
RESPONSIBLE OFFICIAL:	Henry McLain
DATE OBJECTIVE INITIATED:	11/22/2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	5/22/2012
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Monitor complaint processing of each Division	1/23/2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	TARGET DATE (Must be specific)

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**715-01 PART I**  
**EEO Plan To Eliminate Identified Barrier**

FY 2011, CEHQ	
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b>	There is a low percentage of Hispanics in the applicant pool.
<b>BARRIER ANALYSIS</b>	Analysis shows a low referral percentage of Hispanics resulting in a low selection percentage for the same race and national origin.
<b>STATEMENT OF IDENTIFIED BARRIER:</b>	An educational barrier has been identified.
<b>OBJECTIVE:</b>	The objective is to increase our overall recruitment efforts Corp-wide.
<b>RESPONSIBLE OFFICIAL:</b>	Human Resources/EEO
<b>DATE OBJECTIVE INITIATED:</b>	10/31/2011
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	10/31/2012

EEOC FORM 715-01 PART I <b>EEO Plan To Eliminate Identified Barrier</b>
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<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>
The planned activities include an increase in participation at local Universities career development fairs and activities	10/31/2012
<b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>

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**715-01 PART I**  
**EEO Plan To Eliminate Identified Barrier**

FY 2011, CEHQ	
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b>	Data analysis indicates that women are underrepresented in supervisory and managerial position.
<b>BARRIER ANALYSIS</b>	In GS-13 positions and above, women are underrepresented compared to the CLF.
<b>STATEMENT OF IDENTIFIED BARRIER:</b>	The identified barrier is institutional.
<b>OBJECTIVE:</b>	The objective is to change the institutional practices to increase the percentage of women in higher graded positions.
<b>RESPONSIBLE OFFICIAL:</b>	EEO
<b>DATE OBJECTIVE INITIATED:</b>	10/31/2011
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	10/31/2012

<p>EEOC FORM 715-01 PART I</p> <p><b>EEO Plan To Eliminate Identified Barrier</b></p>
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<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>
Increased training opportunities for women by refining the use of IDPs. In addition, incorporate more training opportunities for current and incoming supervisors and managers.	10/31/2012
<b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>

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**715-01 PART J**  
**Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities**

<b>Part I Department of Agency Information</b>	1. Agency	1. US Army Corps of Engineers								
	1.a. 2 <sup>nd</sup> Level Component	1.a.								
	1.b. 3 <sup>rd</sup> Level or lower	1.b.								
<b>Part II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities</b>	Enter Actual Number at the ...	... beginning of FY.		... end of FY.		Net Change				
		Number	%	Number	%	Number	%			
	Total Work Force	38,468	100.00%	38,264	100.00%	-204	-0.53%			
	Reportable Disability	2,584	6.71%	2,570	6.71%	-14	-0.54%			
	Targeted Disability*	285	0.74%	113	0.29%	-172	-60.35%			
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).									
	<b>1. Total Number of Applications Received From Persons With Targeted Disabilities</b> during the reporting period.								554	
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).									
	<b>2. Total Number of Selections of Individuals with Targeted Disabilities</b> during the reporting period.								4	
	<b>Part III Participation Rates In Agency Employment Programs</b>									
<b>Other Employment/Personnel Programs</b>	<b>TOTAL</b>	<b>Reportable Disability</b>		<b>Targeted Disability</b>		<b>Not Identified</b>		<b>No Disability</b>		
		#	%	#	%	#	%	#	%	
3. Competitive Promotions	4,687	229	4.88%	12	0.25%	77	1.64%	4,380	93.44%	
4. Non-Competitive Promotions	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
5. Employee Career Development Programs	33,002	2,094	6.34%	84	0.25%	492	1.49%	30,387	92.07%	
5.a. Grades 5 - 12	26,356	1,945	7.37%	80	0.30%	413	1.56%	23,977	90.97%	
5.b. Grades 13 - 14	7,698	414	5.37%	9	0.11%	117	1.51%	7,158	92.98%	
5.c. Grade 15/SES	713	41	5.75%	0	0.00%	10	1.40%	661	92.70%	
6. Employee Recognition and Awards	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	

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6.a. Time-Off Awards (Total hrs awarded)	892	60	6.72%	1	0.11%	8	0.89%	824	92.37 %
6.b. Cash Awards (total \$\$\$ awarded)	14,870	1,052	7.07%	43	0.28%	235	1.58%	13,579	91.31 %
6.c. Quality-Step Increase	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>EEOC FORM 715-01</b> Part J	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities								
<b>Part IV</b> Identification and Elimination of Barriers									
<b>Part V</b> Goals for Targeted Disabilities									

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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.
- **The nine job category titles are:**



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- **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 sales clerks, 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

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who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

- **Operatives** (semiskilled) - Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.
- **Laborers** (unskilled) - Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.
- **Service workers** - Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurses aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, 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

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C.F.R. § 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).

- **Relevant Labor Force:** The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.
- **Section 501 Program:** The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.
- **Section 717 Program:** The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.
- **Selection Procedure:** Any employment policy or practice that is used as a basis for an employment decision.
- **Special Recruitment Program:** A program designed to monitor recruitment of, and 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 YYYY. 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

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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.

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# **Appendix B**

Data Tables

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## Appendix C Supporting Documents

1. 2011 462 Report.pdf
2. 2011 CEHQ Mid-Year Final Report.doc
3. Cmdr Policy Memo EO Complaint.pdf
4. Cmdr's Policy Memo EEO Policy.pdf
5. Cmdr's Policy Memo Quality of Worklife Programs.pdf
6. Cmdr's Policy Memo Sexual Harassment.pdf
7. USACE 2011 MD-715 Complete Report Aj.pdf
8. USACE ORG Chart.pptx