

United States Army Reserve



FEDERAL AGENCY EQUAL EMPLOYMENT OPPORTUNITY PROGRAM STATUS REPORT

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION MANAGEMENT DIRECTIVE 715

FISCAL YEAR 2023

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UNITED STATES ARMY RESERVE MODEL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM STATUS REPORT: FISCAL YEAR 2023

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Parts A–D: Agency Identifying Information

U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT				
For period covering October 1, 2022 to September 30, 2023.				
PART A Department or Agency Identifying Information	Agency		Department of the Army	
	Address		4710 Knox St., Bldg. 8-1808	
	City, State, Zip Code		Fort Liberty, NC 28310-5010	
	CPDF Code		ARHR	
	FIPS code(s)		37051	
PART B Total Employment	Permanent Workforce			
	Temporary Workforce			
	Employees Paid from Non-Appropriated Funds			
	TOTAL EMPLOYMENT			
PART C.1 Head of Agency and Head of Agency Designee	Leadership	Name	Title	
	Head of Agency	Jody J. Daniels	Lieutenant General, CAR/CG	
	Head of Agency Designee	Stacy M. Babcock	Brigadier General, CoS	
PART C.2 Agency Official(s) Responsible for Oversight of EEO Programs	Name	EEO Program Staff Title	Occupational Series/Pay Plan and Grade	Email Address
	Heather L. Barrett	EEO Director	GS-0260-15	Heather.L.barrett3.civ@army.mil
	Katherine K. Rowan	EEO Deputy Director	GS-0260-14	Katherine.k.rowan.civ@army.mil
	Jamie A. Cram	EEO Complaint Processing Manager	GS-0260-13	Jamie.a.cram.civ@army.mil
	Derrick Q. Caulkins	Disability Program Manager	GS-0260-12	Derrick.q.caulkins.civ@army.mil
	Bonnie M. Kemnitz	Alternative Dispute Resolution Program Manager	GS-0260-12	Bonnie.m.kemnitz.civ@army.mil
	Rebecca L. Wilkinson	EEO Specialist/Reports Manager	GS-0260-12	Rebecca.l.wilkinson2.civ@army.mil
	Jaime D. Herrera Sr.	EEO Specialist/Strategic Program Manager	GS-0260-12	Jaime.d.herrera.civ@army.mil

[illegible]

Part D.2 Mandatory and Optional Documents for this Report	Did the agency submit the following documents	Please respond Yes or No	Comments
	Organizational Chart	Yes	See page 9
	EEO Policy Statement	Yes	
	Strategic Plan	N/A	See Human Capital Strategic Plan
	Anti-harassment Policy and Procedures	N/A	AR690-12, Appendix D
	Reasonable Accommodations Procedures	N/A	AR690-12, Appendix C
	Personal Assistance Services Procedures	N/A	AR690-12
	Alternative Dispute Resolution Procedures	No	EEO Office has internal SOP but no published procedures at this time.
	Federal Equal Opportunity Recruitment Program (FEORP) Report	No	Army did not provide template or call for FY23 submission.
	Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
	Operational Plan for Increasing Employment of Individual with Disabilities under Executive Order 13548	N/A	Army Reserve does not have a USAR specific plan.
	Diversity and Inclusion Plan under Executive Order 13583	No	
	Diversity Policy Statement	N/A	See EEO Policy's and AR690-12
	Human Capital Strategic Plan	Yes	
	EEO Strategic Plan	No	EEO does not have a current EEO strategic plan.
	Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	No	At the time of report preparation, FY23 FEVS results were not available.
	Annual 462 Report	Yes	
	Facility Accessibility Survey Memo	Yes	

Part E: Executive Summary

MD-715 PART E	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Army Reserve	For period covering October 1, 2022, to September 30, 2023

Part E.1: Agency Mission and Leadership

Introduction:

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

Organization and Mission

The Army Reserve mission is to provide trained, equipped, and ready Soldiers and cohesive units to meet global requirements across the full spectrum of operations. Army Reserve civilian employees work in locations throughout the world. More than 60% of all employees occupy positions that require dual status. Dual status is a congressional requirement that the employee must maintain membership in the Army Reserve as a condition of employment. Therefore, most of the Army Reserve Civilian workforce are also Army Reserve Soldiers. Additional information about the Army Reserve organizational structure and mission can be found at: www.usar.army.mil.

In furtherance of the Army Reserve mission, the Army Reserve Equal Employment Opportunity (EEO) Office provides support and services for the worldwide workforce. The mission of the EEO Office is to:

Advise the Chief, Army Reserve/Commanding General, US Army Reserve Command on all Equal Employment Opportunity matters. Oversee and monitor compliance of Equal Employment Opportunity and Affirmative Employment policies, practices, and procedures that affect civilian employees. Provide Equal Employment Opportunity services and support to ensure all current and prospective employees have equal opportunities for employment and advancement based on merit and ability, without regard to race, sex (including gender identity, sexual orientation, and pregnancy), color, religion, disability, national origin, age, genetic information, or reprisal for protected Title VII activity.

The EEO Office continues work with the Civilian Personnel Advisory Center (CPAC), Civilian Personnel Management Office (CPMO) and Agency Labor Counselors in order to advise Commanders and senior leaders on all civilian employee matters, with an emphasis on promoting diversity and inclusion and eliminating unlawful discrimination.

Principal Equal Employment Opportunity Official

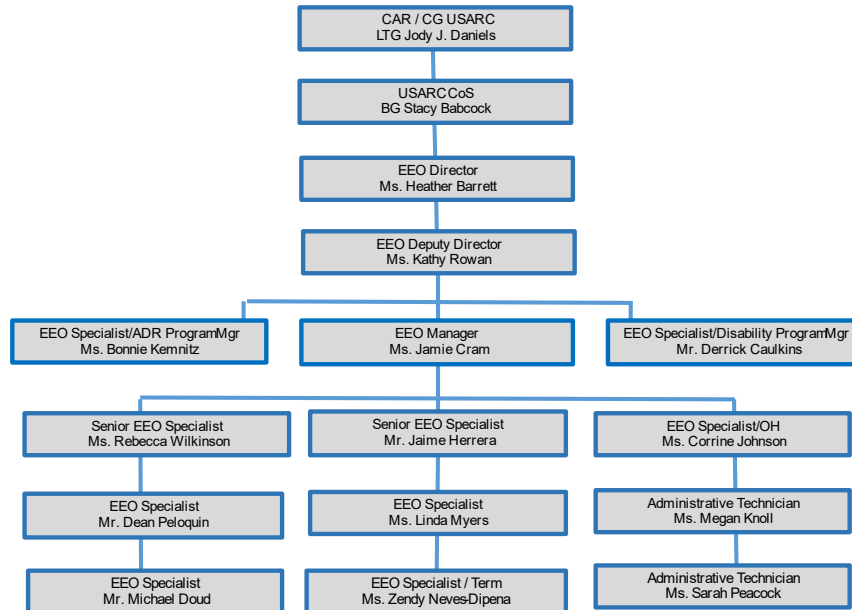
Heather L. Barrett, EEO Director

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

FY2023 Organization Chart

Figure 1 Organization Chart

Army Reserve EEO Organizational Reporting Structure



Part E.2: The Six Essential Elements of a Model EEO Program

This section explains the elements necessary to create and maintain the minimum requirements for MD-715's model EEO program, pursuant to Title VII of the Civil Rights Act of 1964 (Title VII), as amended, 42 U.S.C. § 2000e et seq., and Section 501 of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended, 29 U.S.C. § 791 and the Americans with Disabilities Act Amendments Act of 2008 (Pub. L. 110-325). Although MD-715 imposes specific affirmative employment requirements under Title VII and the Rehabilitation Act, agencies must also comply with the laws enforced by EEOC.

When establishing a model EEO program, an agency should incorporate into the design a structure for effective management, accountability, and self-analysis, which will ensure program success and compliance with MD-715. Agency personnel programs and policies should be evaluated regularly to ascertain whether such programs have any barriers that tend to limit or restrict equitable opportunities for open competition in the workplace.

MD-715 divides the essential elements of a model agency EEO program into six broad categories, as listed below. An agency should review its EEO and personnel programs, policies, and performance standards against all six elements to identify where their EEO program can become more effective.

The six essential elements for a model EEO program, as described in MD-715, are as follows:

- A. Demonstrated commitment from agency leadership;
- B. Integration of EEO into the agency's strategic mission;
- C. Management and program accountability;
- D. Proactive prevention of unlawful discrimination;
- E. Efficiency; and
- F. Responsiveness and legal compliance.

These six elements serve as the foundation upon which each agency shall build an EEO program. EEOC designed an Agency EEO Self-Assessment Checklist in Part G to provide an efficient and effective means for each agency to determine whether its overall EEO program complies with MD-715's essential elements. MD-715 now requires all agencies, regardless of size, to complete and submit the checklist to EEOC annually. The following section describes selected measures for each essential element. (Present your previous year results compared to current FY)

. [See Form G table.](#)

Part G Elements	FY2021	FY2022	FY2023	Change from FY22
A. Demonstrated commitment from agency leadership	100%	100%	93%	-7%
B. Integration of EEO into the agency's strategic mission	97%	100%	97%	-3%
C. Management and program accountability	98%	93%	93%	0
D. Proactive prevention of unlawful discrimination	100%	93%	93%	0
E. Efficiency	100%	91%	91%	0
F. Responsiveness and legal compliance	100%	100%	100%	0

Table 4 Army Components' MD-715 Self-Assessment

A. Demonstrated Commitment of Agency Leadership

This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.

1. **The agency has an effective Policy Statement.** The Army Reserve ensure all entities have a copy of the last signed EEO Policy statements by the CAR.
2. **The agency has communicated EEO policies and procedures to all employees.** EEO policies are communicated through training and discussions and are located on the EEO SharePoint landing page.
3. **The agency assesses and ensures EEO Principles are part of its culture.** EEO Principles is always reviewed and discussed in Staff Assistance Visits, if discussing complaint activity and/or during any accommodation's discussions.

Strengths: Army Reserve EEO Office conducts annual Staff Assistance Visits to AR Readiness Divisions and Commander Forums to Army Reserve Installations. Additionally, based upon annual assessments, the EEO Office conducts SAVs with other Commands on a rotational basis.

Deficiencies: The Army Reserve has not published newly signed policies; however, the principles remain unchanged and the previously signed policies are shared with Commands and made available to all on the EEO Office SharePoint page. Additionally, not all Decision Makers process requests for reasonable accommodation or provide necessary paperwork to the Disability Program Manager within the prescribed time frame.

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

This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.

1. **The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.** The EEO Director reports directly to the Chief of Staff of the United States Army Reserve Command (USARC) and is Senior Rated by the Chief of the Army Reserve/ USARC Commanding General.
2. **The EEO Director controls all aspects of the EEO program.** The EEO Director is in control of all aspects of the EEO program and advises management of any necessary changes to the program or programmatic requirements. The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions. EEO is consulted when personnel actions may affect the demographics of a particular group such as in the event of reorganization or downsizing.
3. **The agency has sufficient budget and staffing to support the success of the EEO program.** No, the Army Reserve EEO office does not have adequate staffing to perform the full range of requirements identified in AR690-12.
4. **The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.** The Army Reserve aims to hire the best qualified individuals and works to develop and retain members in these positions.

5. **The agency involves managers in the implementation of its EEO Program.** Information about the EEO Program is provided and discussed with managers and senior leaders through a myriad of avenues to include staff assistance visits, training, various monthly and quarterly meetings and one on one conversations.

Strengths: Representatives from the EEO Office are included and participate in a number of meetings focused on the Army Reserve's strategic mission to include bi-weekly Command updates led by the Army Reserve CAR/CG and attended by Army Reserve senior leaders and representatives of all Army Reserve Commands, quarterly meetings between the USARC Chief of Staff and Command Executive Officers, monthly Prevention and Integration Council meetings, and monthly Human Resources meetings attended by HR representatives from all Army Reserve Commands, to name a few.

Deficiencies: Given the magnitude of EEO program responsibilities and the increase in demands on the Disability Program Manager, the EEO Office no longer has adequate staffing to fulfill all of the requirements identified in Army Regulation 690-12.

C. Management and Program Accountability

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.

1. **The agency conducts regular internal audits of its component and field offices.** The Army Reserve does not have EEO field offices; however, an annual analysis of the Army Reserve as a whole is conducted.
2. **The agency has established procedures to prevent all forms of EEO discrimination.** The EEO Office shares information about the EEO program in multiple forums and encourages all to complete the mandatory EEO, Anti-Harassment and No FEAR Training.
3. **The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.** The Army Reserve has a mandatory performance element for all supervisors and managers requiring an evaluation on their efforts to support EEO mission and goals.
4. **The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.** The EEO Office works closely with HR professionals throughout the year on overlapping goals.
5. **Following a finding of discrimination, the agency explores whether it should take a disciplinary action.** In the event of a finding of discrimination, the Army Reserve EEO Office monitors whether disciplinary action is taken and the decision of whether to take disciplinary action is made by the Army Reserve Command where the discrimination was found to have occurred.
6. **EEO Office advises managers/supervisors on EEO matters.** The EEO Office regularly shares information and provides advice to managers/supervisors on EEO matters through numerous forums.

Strengths: This year the Army Reserve modified the EEO performance element for all managers and supervisors to ensure it is more measurable.

Deficiencies: The EEO Office needs to improve partnership with the USARC CHRSC and CPMO on aspects of Affirmative Employment, particularly in the areas of utilization of Special Hiring Authorities

such as Schedule A as well as obtaining information for individual Army Reserve Commands on their Affirmative Action efforts.

D. Proactive Prevention of Unlawful Discrimination

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

1. **The agency conducts a reasonable assessment to monitor progress toward achieving equal employment opportunity.** The EEO Office conducts an annual assessment of the Army Reserve to identify barriers to EEO.
2. **The agency identifies areas where barriers may exclude EEO groups.** The EEO Office identifies triggers and analyzes whether barriers to EEO exist.
3. **The agency establishes appropriate action plans to remove identified barriers.** The EEO Office develops action plans in the event barriers to EEO are identified.
4. **The agency takes affirmative action to promote the recruitment, hiring, and advancement of qualified people with disabilities and people with targeted disabilities.** The Army Reserve exceeds federal goals in the employment of individuals with disabilities and individuals with targeted disabilities; however, a full analysis could not be completed to determine whether there are barriers to hiring individuals with disabilities into higher graded positions which would assist in directing affirmative action efforts.

Strengths: The EEO Office works closely with AR Commands and shares information regarding employee completion of annual training requirements.

Deficiencies: The mandatory annual EEO, Anti-Harassment, and No FEAR Act training completion rate for the Army Reserve has continued to decline in recent years with just over 50% of the population completing the training in FY23.

E. Efficiency

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

1. **The agency maintains an efficient, fair, and impartial complaint resolution process.** The EEO Office maintains efficient, fair and impartial EEO complaint process and utilizes multiple sources for Alternative Dispute Resolution of EEO complaints.
2. **The agency has a neutral EEO process.** The EEO Office maintains neutrality in the EEO process.
3. **The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.** The Army Reserve has established an ADR Program Manager within the EEO Office to maximize the use of ADR.
4. **The agency has effective and accurate data collection systems in place to evaluate its EEO Program.** While the Army has established data collection systems, the effectiveness and accuracy of the data is sometimes questionable with respect to full evaluations of the EEO program.

5. **The agency identifies and disseminates significant trends and best practices in its EEO program.** The EEO Office periodically disseminates trends and best practices during various forums.

Strengths: The Army Reserve has an ADR program in place with a Program Manager who works with commands and aggrieved/complainants to ensure information is provided on the benefits of this program. Not only do we use the Army's Complaints Tracking system, but due to the large volume of complaints processed by the AR EEO Office, internal reports and tracking systems are maintained to ensure the EEO Office is providing the most accurate information to our serviced and supported populations.

Deficiencies: The participation rate in ADR is less than desired, so continued efforts are necessary to maximize the use of this invaluable tool in early resolution of EEO matters.

F. Responsiveness and Legal Compliance

1. This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.
2. **The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.** The EEO Office closely monitors compliance and holds monthly meetings with agency legal representatives to obtain updates on compliance efforts.
3. **The agency complies with the law, including EEOC regulations, management directives, orders and other written instructions.** The Army Reserve is compliant with applicable laws, rules, regulations, etc.
4. **The agency reports to EEOC its program efforts and accomplishments.** The Army Reserve efforts and accomplishments are reported through FORSCOM to Army who compiles the information for its report to the EEOC.

Strengths: Army Reserve EEO has a very good working relationship with agency legal representatives, Human Resource professionals and services and supported commands ensuring compliance with policies, regulations, management directives and any other written instructions to include responding to findings of discrimination, orders, and negotiated settlement agreement term fulfillment.

Deficiencies: The Army Reserve EEO Office has not identified any deficiencies in responsiveness and legal compliance.

Part E.3: Workforce Analyses

When conducting a self-assessment, the EEO Office must compare the Army Reserve workforce to the National Civilian Labor Force (NCLF) and/or sections of its Permanent Workforce (PW) to determine if there are any triggers (numerical disparities that may indicate a potential barrier to equal employment opportunity). The following charts break down the requisite workforce comparisons. Overall, the Army Reserve meets or exceeds representation for the Civilian Labor Force in several areas and far exceeds Federal 501 goals for employment of Individuals with Disabilities (IWD) and Individuals with a Targeted Disability (IWTDD); however, as depicted below, Female representation continues to lag.

Total Workforce Three-year trend by Ethnicity Race Identification (ERI) and Gender by Comparison to NCLF

	Total by Gender		Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
FY21	68.36%	31.63%	10.18%	4.32%	44.22%	14.84%	8.47%	8.14%	2.17%	1.11%	0.60%	0.34%	0.36%	0.20%	2.33%	2.64%
FY22	68.22%	31.77%	10.15%	4.49%	44.00%	15.05%	8.20%	7.71%	2.22%	1.04%	.59%	.31%	.37%	.20%	2.66%	2.93%
FY23	68.05%	31.94%	10.32%	4.73%	43.14%	14.73%	8.06%	7.56%	2.14%	1.06%	.56%	.37%	.39%	.22%	3.40%	3.24%
NCLF	51.80%	48.20%	6.80%	6.20%	35.7%	31.80%	5.70%	6.60%	2.20%	2.20%	.10%	.10%	.30%	.30%	1.00%	1.10%

The Army Reserve exceeds the NCLF in multiple respects. Most notably, the male Hispanic or Latino representation in the AR exceeds the NCLF by 3.52%, the Black or African American Males and Females exceed the NCLF by 2.36% and 0.96% respectively, and both the Males and Females who identify as two or more races within the AR workforce exceed the NCLF by 2.4% and 2.14% respectively.

Female representation in the Army Reserve workforce has remained relatively stable over the past several years at approximately 32%; however, there have been slight increases in total representation from 31.6% in FY21, 31.8% in FY22, to 31.9% in FY23. Female representation has remained significantly lower than the National Civilian Labor Force (as indicated in red), though, which was 48.2% for the period of 2014-2018. While the “dual status” requirement may impact the number of Army Reserve Female employees, the representation of Females in Dual Status and Department of the Army Civilian (DAC) positions is quite similar at 30.5% and 31.3% respectively.

Disability Workforce in Comparison to 501 Goals

	Total Workforce by grade grouping	Detail by Disability Status				Detail for Targeted Disabilities											
		No Disability	Not Identified	Disability PWD 501 Goal = 12%	Persons w/Targeted Disability PWTD Goal = 2%	Developmental Disability	Traumatic Brain Injury	Deaf or Serious Difficulty Hearing	Blind or Serious Difficulty Seeing	Missing Extremities	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure Disorders	Intellectual Disability	Significant Psychiatric Disorder	Dwarfism	Significant Disfigurement
(GS-10 and Below)	5342	3816 / 71%	854 / 16%	672 / 13%	261 / 5%	2	29	35	4	0	4	1	0	18	166	1	1
(GS-11 and Above)	3641	2546 / 70%	437 / 12%	658 / 18%	198 / 5%	3	38	33	2	2	6	2	4	5	101	1	1

The Army Reserve analyzed disability data for the Army Reserve and its Served Army Reserve funded installations (Fort Hunter Liggett, Parks RFTA, Fort McCoy, ASA Dix, and Devens RFTA) and determined the Army Reserve meets or exceeds the Federal 501 hiring goals for both the GS-10 and below as well as the GS-11 and above grade groupings. The Federal 501 hiring goal is that 12% of the workforce identify as a Person with a Disability (PWD) and 2% of the workforce identify as a Person with a Targeted Disability (PWTD). In the Army Reserve, a total of 29.2% of the GS employees identify as a PWD and 5.1% as a PWTD. The Army Reserve regularly encourages the workforce to update their Disability status in MyBiz+ and sends mass messaging annually to assist in a more accurate and comprehensive picture of the Army Reserve workforce.

Senior Grade Salary Distribution

	Total by Gender		Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-13	72.97%	27.02%	10.18%	2.49%	48.64%	13.09%	10.18%	9.14%	1.24%	1.03%	0%	.20%	.41%	0%	2.28%	1.03%
GS-14	65.62%	34.37%	5.46%	.78%	43.75%	21.87%	11.71%	8.59%	.78%	0%	.78%	0%	.78%	0%	2.34%	1.56%
GS-15	71.42%	28.57%	5.71%	0%	54.28%	22.85%	5.71%	5.71%	2.85%	0%	0%	0%	0%	0%	2.85%	0%
NCLF	51.84%	48.20%	6.80%	6.20%	35.70%	31.80%	5.70%	6.60%	2.20%	2.20%	.10%	.10%	.30%	.30%	1.00%	1.10%

Ideally, representation in the Senior Grade positions should mimic representation in the NCLF as a whole. Male representation in the AR workforce exceeds the NCLF in multiple areas. Most notably, Hispanic Males exceed the NCLF in GS-13 positions, Black or African American Males and those who identify as Two or More Races exceed the NCLF in all Senior Grades, and Asian Males exceed the NCLF at the GS-15 grade. As with prior analysis, however, Females are generally underrepresented in higher grades compared to the NCLF, but the representation does generally mimic representation in the total AR workforce. The Army Reserve; however, exceeds the NCLF in the representation of Black or African American Females in both the GS-13 and GS-14 grades, the Native Hawaiian and Pacific Islander representation in the GS-13 grade, and the representation of Females who identify as two or more races at the GS-14 grade level. At the GS-15 grade, Females are below the NCLF and have no representation in several ethnic or race categories; however, as the total number of GS-15 positions within the Army Reserve is relatively small (35), it is not a large population sampling. Further analysis of applicant pool data is required to determine if Females are applying for these positions, and if so, if there is a barrier to selection.

Senior Grade Disability Salary Distribution

	Total Workforce by grade	Detail by Disability Status				Detail for Targeted Disabilities											
		No Disability	Not Identified	Disability PWD 501 Goal = 12%	Persons w/Targeted Disability PWTD Goal = 2%	Developmental Disability	Traumatic Brain Injury	Deaf or Serious Difficulty Hearing	Blind or Serious Difficulty Seeing	Missing Extremities	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure Disorders	Intellectual Disability	Significant Psychiatric Disorder	Ovarianism	Significant Disfigurement
GS13	481	337 / 70%	61 / 13%	83 / 17%	24 / 5%	1	3	4	1	0	2	0	1	0	12	0	0
GS14	128	84 / 66%	14 / 11%	30 / 23%	15 / 12%	0	1	4	1	1	0	0	0	1	7	0	0
GS15	35	20 / 57%	6 / 17%	9 / 26%	2 / 6%	0	0	1	0	0	0	0	0	0	1	0	0

Analysis of Disability status for those in GS-12 through GS-15 positions shows that Army Reserve is well above the 501 hiring goals for Persons With Disabilities and above the 2% goal for Individuals With Targeted Disabilities.

FY23 Selection Data by ERI and Gender

	Total by Gender		Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Selections (Permanent)	65.83%	34.17%	13.57%	8.29%	27.26%	11.06%	11.06%	11.31%	4.52%	2.14%	.52%	.38%	.38%	.25%	8.54%	.75%
Selections (Temporary)	63.16%	36.84%	14.29%	6.77%	25.56%	10.53%	8.27%	15.05%	3.75%	3.01%	.75%	1.50%	.75%	0%	9.77%	0%
NCLF	51.80%	48.02%	6.80%	6.20%	35.70%	31.80%	5.70%	6.60%	2.20%	2.20%	.10%	.10%	.30%	.30%	1.00%	1.10%

Although white males exceed the NCLF in workforce representation, they are not being hired at the same rate in the Army Reserve. Additionally, Females are not hired at the rate of the NCLF benchmark, but the rate of hire exceeds the overall workforce representation of approximately 32%. Other than females overall and white females particularly the Army Reserve was at or well above the NCLF in hiring women in the other race ethnicity and gender demographics.

FY23 Disability Selection Data

	Total	Detail by Disability Status				Detail for Targeted Disabilities											
		No Disability	Not Identified	Disability PWD 501 Goal = 12%	Persons w/Targeted Disability PWTG Goal = 2%	Developmental Disability	Traumatic Brain Injury	Deaf or Serious Difficulty Hearing	Blind or Serious Difficulty Seeing	Missing Extremities	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure Disorders	Intellectual Disability	Significant Psychiatric Disorder	Dwarfism	Significant Disfigurement
Selections (Permanent)	796	95.7%	2.9%	1.4%	1.1%	0%	.5%	.5%	0%	0%	0%	0%	0%	0%	.1%	0%	0%
Selections (Temporary)	133	87.2%	6.0%	6.8%	3%	0%	.8%	0%	0%	0%	0%	0%	0%	0%	0%	1.5%	0%

An analysis of Permanent and Temporary selections reveals that individuals with disabilities are selected at a rate far below the Federal Goal. This is a trigger indicating there may be a barrier in selections of individual with disabilities; however, as neither applicants nor selectees are not required to report their disability status, we are unable to conduct a thorough analysis of the hiring of disabled individuals. As special hiring authorities to include VRA and 30% or more Disabled Veterans is widely used throughout Army Reserve, the percentage of individuals with disabilities who were hired is likely far greater than depicted.

FY23 Total Permanent Workforce Award Distribution

	Total by Gender		Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
% of Permanent WF	69%	31%	11%	5%	45%	15%	8%	8%	2%	1%	1%	0%	0%	0%	2%	1%
On the spot cash Awards	70%	30%	12%	4%	43%	12%	11%	11%	2%	1%	0%	0%	1%	0%	2%	1%
Time off Awards	65%	35%	9%	6%	42%	16%	8%	9%	2%	1%	1%	0%	0%	0%	2%	1%
Performance Awards	70%	30%	10%	4%	47%	15%	8%	8%	2%	1%	1%	0%	7%	0%	2%	1%

Awards distribution in the Army Reserve is overall similar to the composition of the permanent workforce; however, males receive a lower number of time off awards than their female counterparts and females receive a slightly lower percentage of on-the-spot cash awards.

FY23 Disability Award Distribution

	Total	Detail by Disability Status				Detail for Targeted Disabilities											
		No Disability	Not Identified	Disability PWD 501 Goal = 12%	Persons w/Targeted Disability PWTG Goal = 2%	Developmental Disability	Traumatic Brain Injury	Deaf or Serious Difficulty Hearing	Blind or Serious Difficulty Seeing	Missing Extremities	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure Disorders	Intellectual Disability	Significant Psychiatric Disorder	Dwarfism	Significant Disfigurement
On the Spot Award	992	72%	15%	13%	6%	0%	1%	1%	0%	0%	0%	0%	0%	0%	4%	0%	0%
Time off Award	3088	69%	15%	16%	6%	0%	1%	1%	0%	0%	0%	0%	0%	0%	4%	0%	0%
Performance Award	8774	73%	13%	16%	6%	1%	14%	15%	1%	1%	2%	1%	1%	5%	59%	0%	0%

Individuals with Disabilities are being recognized and awarded throughout the Army Reserve and Army Reserve funded Installations. There are no triggers indicating the existence of potential barriers.

FY23 Total Workforce Separations by ERI and Gender

	Total by Gender		Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Removals	57.1%	42.9%	0%	7.1%	35.7%	7.1%	21.4%	21.4%	0%	0%	0%	7.1%	0%	0%	0%	0%
Resignations	62.1%	37.9%	10.7%	6.8%	36.4%	18.9%	10.7%	6.3%	1.5%	1.5%	0.5%	1.0%	0%	0%	2.4%	3.4%
Retirements	70.6%	29.4%	0%	5.9%	52.9%	11.8%	17.7%	11.8%	0%	0%	0%	0%	0%	0%	0%	0%
Other Separations	64.8%	35.2%	10.8%	2.3%	41.5%	15.9%	8.5%	13.1%	2.8%	1.1%	0.6%	0.6%	0%	0%	0.6%	2.3%
NCLF	51.8%	48.2%	6.8%	6.2%	35.7%	31.8%	5.7%	6.6%	2.2%	2.2%	0.1%	0.1%	0.3%	0.3%	1%	1.1%

In the Army Reserve, there were a number of removals, resignations, retirements and separations that exceed the NCLF (as indicated in red). While it is not surprising that many categories of Male employees exceed the NCLF given the fact that the Army Reserve workforce Male representation also exceeds the NCLF, it is concerning that

there are also several Female groups that exceed the NCLF in removals, resignations, retirements, and separations given the Female underrepresentation in the total workforce. More detailed and thorough analysis will be required to determine the root cause of those removals, resignations, retirements, and separations that exceed the workforce population and the NCLF.

FY23 Disability Separations

	Total	Detail by Disability Status				Detail for Targeted Disabilities											
		No Disability	Not Identified	Disability PWD 501 Goal = 12%	Persons w/Targeted Disability PWD Goal = 2%	Developmental Disability	Traumatic Brain Injury	Deaf or Serious Difficulty Hearing	Blind or Serious Difficulty Seeing	Missing Extremities	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure Disorders	Intellectual Disability	Significant Psychiatric Disorder	Dwarfism	Significant Disfigurement
Removals	14	57.14%	14.28%	28.57%	7.14%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7.14%	0%	0%
Resignations	206	75.24%	14.56%	10.19%	2.91%	0%	0%	0.48%	0%	0%	0%	0%	0%	0%	2.42%	0%	0%
Retirements	17	64.70%	11.76%	23.52%	11.76%	0%	0%	0%	0%	0%	0%	0%	0%	0%	11.76%	0%	0%
Other separations	176	71.59%	10.22%	18.18%	9.09%	0%	0.56%	0%	0%	0.56%	0.56%	0%	0%	0%	6.81%	0.56%	0%

As with removals, resignations, retirements, and separations in the gender, race and ethnicity categories; there are areas that will require further analysis amongst individuals with disabilities, as well. While the Army Reserve far exceeds the 501 goals for individuals with disabilities and those with targeted disabilities, the AR also exceeds the 501 goals in employee departures, many of which exceed the total workforce population as well.

FY23 Senior Grade Promotions by ERI and Gender

	Total by Gender		Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-13	60%	40%	5%	2.5%	42.50%	17.5%	10.0 %	12.5%	2.5%	5.0%	0%	0%	0%	0%	0%	2.5%
GS-14	50%	50%	7.14%	7.14%	28.57%	14.29%	14.29%	28.57%	0%	0%	0%	0%	0%	0%	0%	0%
GS-15	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% Permanent WF	69.17%	30.82%	10.64%	4.79%	44.66%	15.16%	8.32%	7.81%	2.20%	1.11%	0.56%	0.39%	0.41%	0.22%	2.35%	1.31%

In FY23 Females were promoted into GS13-15 positions at a significantly higher rate than their representation in the permanent workforce with Females receiving 40% of GS-13, 50% of GS-14, and 100% of GS-15 promotions. As promotion analysis focuses on those promoted within the GS workforce, the AR GS workforce, rather than the NCLF or total AR workforce, is used as a comparator. As noted, Female representation within the AR GS workforce is approximately 31%. This is a promising trend towards increasing Female representation at higher grades in the Army Reserve.

FY23 Disability Senior Grade Promotions

	Total	Detail by Disability Status				Detail for Targeted Disabilities											
		No Disability	Not Identified	Disability PWD 501 Goal = 12%	Persons w/Targeted Disability PWD Goal = 2%	Developmental Disability	Traumatic Brain Injury	Deaf or Serious Difficulty Hearing	Blind or Serious Difficulty Seeing	Missing Extremities	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure Disorders	Intellectual Disability	Significant Psychiatric Disorder	Dwarfism	Significant Disfigurement
GS-13	40	65%	10%	25%	5%	0%	0%	0%	0%	0%	50%	0%	0%	0%	50%	0%	0%
GS-14	14	71.43 %	7.14 %	21.43 %	14.29 %	0%	0%	50%	0%	50%	0%	0%	0%	0%	0%	0%	0%
GS-15	1	0%	0%	100 %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Individuals with disabilities were promoted into GS13-15 positions at a significantly higher rate than the Federal 501 Goals. Individuals with Disabilities made up 25% of all GS13-15 promotions (Federal Goal 12%) and Individuals with Targeted Disabilities made up 7% of all GS13-15 promotions (Federal Goal 2%). The Army Reserve does not appear to have any barriers for promotion into higher grades for individuals with disabilities.

Reasonable Accommodations and Personal Assistance Services

	# of RAs	# of RA requests for PWFA	# of RA requests for religion	#/% of approvals (Includes alternatives that were accepted by the requester)	#/% of denials	Decision Processing Time Average	Time to provide the accommodation (from the initial date of request to accommodations put in place)	Cost of RAs granted
Total	175	10	0	103 / 58.9%	19 / 10.9%	19 Days	1 Day	\$1,419.90

For FY23, the Army Reserve Disability Program Manager (DPM) received a total of 292 Reasonable Accommodation (RA) contacts from employees and management officials seeking information on the RA process. Of the 292 contacts, there was a total of 175 official RA requests. Of those RA requests received, the top three most requested accommodations by percent of total accommodations were Telework (48% of all requests), Modification or Removal of Duties (9% of all requests), Modified Work Schedule (6% of all requests). The remaining 37% of requested accommodations fell into other categories. The average time to render a decision for an accommodation request was 19 business days, 11 days below the requisite 30 business days. When accommodations were approved, they were generally implemented the same day. Of note, the number of RA requests has significantly increased from FY22 of 126 to FY23 of 175, totaling 49 additional RA requests from the previous year. The increase of RA requests and approvals demonstrates an increase in the number of individuals with disabilities who are being accommodated in the workplace. With the increase in accommodations, there is also the challenge of ensuring Decision Makers (DMs) complete all paperwork and proper notifications in the process. The DPM continues to work diligently with the DM's to stress the importance of the timelines and need to provide timely documentation for MD715 Reporter tracking system updates and to ensure Army Reserve is accurately reporting compliance with the required timeframes.

DVAAP Summary FY23

Total # of Civilian Employees	# of Veterans/% of Civilian Workforce	# of Disabled Veterans/% of Civilian Workforce	# of 30% or More Disabled Veterans/% of Civilian Workforce
11,853	10,683 / 90%	2,912 / 38.3%	2,484 / 21%

Approximately 64% of the employees within the Army Reserve serve in dual status military technician positions that require Reserve membership to main their civilian positions. Additionally, both VRA and VEOA are utilized to hire veterans into the workforce. Given both of these factors, the Army Reserve has a very large number of employees who are Veterans and/or Disabled Veterans. Moreover, the implementation of the Combat Related Disability program in which dual status employees who have been disabled while in combat can apply and if granted, remain employed in their dual status position until they reach the age of 60 assists the Army Reserve in meeting Federal goals related to the employment of individuals with disabilities and with the retention of highly qualified employees.

Top 10 MCO Permanent Positions by ERI and Gender as Compared to the Occupational CLF

	Total by Gender		Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1-0201 (OCLF)	46.96%/33.30%	53.03%/66.70%	8.61%/2.70%	6.79%/5.00%	24.51%/25.50%	26.69%/49.90%	8.25%/3.60%	14.80%/8.50%	2.66%/1.70%	2.18%/1.70%	.60%/0%	.12%/10%	.12%/20%	.24%/40%	2.18%/40%	2.18%/90%
2-0346 (OCLF)	71.42%/65.10%	28.57%/34.90%	12.26%/4.20%	4.96%/2.10%	39.44%/50.60%	13.81%/27.40%	12.42%/6.50%	7.14%/3.60%	3.26%/2.20%	1.08%/1.10%	.46%/10%	.15%/0%	.46%/30%	.31%/10%	3.10%/1.10%	1.08%/50%
3-0560 (OCLF)	41.20%/37.30%	58.79%/62.70%	6.00%/1.70%	5.15%/3.60%	25.32%/29.30%	25.32%/45.10%	6.86%/3.60%	20.60%/9.50%	1.28%/2.10%	4.72%/3.20%	0%/10%	.85%/10%	0%/20%	.42%/50%	1.71%/50%	1.71%/70%
4-2210 (OCLF)	88.00%/66.80%	12.00%/33.20%	11.33%/3.10%	2.00%/1.60%	48.66%/50.40%	5.33%/24.70%	18.66%/4.30%	4.00%/3.50%	4.00%/7.40%	0%/2.90%	0%/10%	.66%/0%	0%/20%	0%/10%	5.33%/1.20%	0%/40%
5-0080 (OCLF)	79.50%/43.40%	20.49%/56.60%	10.65%/4.70%	4.09%/5.30%	50.00%/30.20%	10.65%/39.70%	14.75%/4.90%	4.91%/7.80%	3.27%/2.60%	0%/2.30%	0%/10%	0%/10%	0%/20%	0%/40%	.81%/50%	.81%/90%
6-0501 (OCLF)	46.90%/43.00%	53.09%/57.00%	2.65%/3.60%	7.96%/5.60%	34.51%/33.00%	31.85%/41.00%	6.19%/3.90%	13.27%/6.80%	0%/1.60%	0%/2.60%	.88%/10%	0%/10%	.88%/20%	0%/20%	1.76%/70%	0%/70%
7-0083 (OCLF)	97.16%/86.90%	2.84%/13.10%	26.41%/7.40%	.94%/1.30%	59.43%/67.60%	1.88%/8.40%	3.77%/8.80%	0%/2.90%	2.83%/1.10%	0%/10%	.94%/10%	0%/0%	.94%/70%	0%/10%	2.83%/1.30%	0%/20%
8-0511 (OCLF)	43.63%/43.00%	56.36%/57.00%	7.27%/2.00%	7.27%/3.10%	24.45%/35.00%	32.72%/42.80%	7.27%/2.60%	14.54%/5.30%	1.81%/2.70%	1.81%/4.70%	0%/0%	0%/10%	0%/10%	0%/30%	1.81%/50%	0%/70%
9-0341 (OCLF)	41.66%/43.40%	58.33%/56.60%	10.41%/4.70%	8.33%/5.30%	22.91%/30.20%	33.33%/39.70%	6.25%/4.90%	16.66%/7.80%	0%/2.60%	0%/2.30%	0%/10%	0%/10%	0%/20%	0%/40%	2.08%/50%	0%/90%
10-1712 (OCLF)	92.85%/22.30%	7.14%/66.80%	16.66%/2.70%	0%/4.50%	64.28%/24.60%	7.14%/51.70%	9.52%/3.00%	0%/6.00%	0%/1.70%	0%/2.70%	0%/0%	0%/10%	2.38%/30%	0%/50%	0%/80%	0%/130%

There are numerous occupations in which the representation within the Army Reserve is below that of the Occupational CLF (OCLF). This is likely influenced by the overall Army Reserve workforce composition but further analysis is required to determine if there are other influences that are impacting representation in specific occupations.

Top 10 MCO Permanent Positions by Disability Compared to the 501 Goal

	Total	Detail by Disability Status				Detail for Targeted Disabilities											
		No Disability	Not Identified	Disability PWD 501 Goal = 12%	Persons w/Targeted Disability PWD 501 Goal = 2%	Developmental Disability	Traumatic Brain Injury	Deaf or Serious Difficulty Hearing	Blind or Serious Difficulty Seeing	Missing Extremities	Significant Mobility Impairment	Partial or Complete Paralysis	Epilepsy or Other Seizure Disorders	Intellectual Disability	Significant Psychiatric Disorder	Dwarfism	Significant Disfigurement
1-0201	824	75.48%	13.95%	10.55%	3.74%	.12%	.60%	.60%	0%	.12%	.12%	0%	0%	.24%	1.94%	0%	0%
2-0083	644	69.09%	16.77%	14.13%	4.01%	0%	.93%	.15%	0%	0%	0%	0%	.15%	0%	2.63%	0%	.15%
3-0560	266	71.24%	14.16%	14.59%	3.42%	0%	.85%	0%	0%	0%	0%	0%	0%	0%	2.57%	0%	0%
4-2210	150	66.00%	12.00%	22.00%	6.66%	0%	1.33%	2.00%	0%	0%	0%	0%	0%	0%	3.33%	0%	0%
5-0080	122	59.83%	14.75%	25.40%	5.70%	0%	.81%	2.45%	0%	0%	0%	0%	0%	.81%	1.63%	0%	0%
6-0501	113	70.79%	7.96%	21.23%	7.94%	0%	1.75%	0%	0%	0%	0%	0%	.88%	0%	5.30%	0%	0%
7-0083	106	72.64%	16.98%	10.37%	2.82%	0%	.94%	0%	0%	0%	0%	0%	0%	.94%	.94%	0%	0%
8-0511	55	69.09%	7.27%	23.63%	9.07%	0%	0%	1.81%	1.81%	0%	0%	0%	0%	0%	5.45%	0%	0%
9-0341	48	58.33%	20.83%	20.83%	6.24%	0%	2.08%	0%	0%	0%	0%	0%	0%	0%	4.16%	0%	0%
10-1712	42	52.38%	19.04%	28.57%	9.52%	0%	4.76%	2.38%	0%	0%	0%	0%	0%	0%	2.38%	0%	0%

As with other analysis, the Army Reserve representation of individuals with disabilities exceeds Federal goals in nearly every respect, and far exceeds Federal goals in most.

Top 10 Science, Technology, Engineering, and Mathematics (STEM) Positions by ERI and Gender as Compared to the Occupational CLF

	Total by Gender		Hispanic or Latino		White		Black or African American		Asian		NH/PI		AI/AN		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1-2210 (OCLF)	88.07%/66.80%	11.92%/33.20%	11.25%/3.10%	1.98%/1.60%	48.34%/50.40%	5.29%/24.70%	18.54%/4.30%	3.97%/3.50%	4.63%/7.40%	0.00%/2.90%	0.00%/0.10%	0.66%/0.00%	0.00%/0.20%	0.00%/0.10%	5.29%/1.20%	0.00%/0.40%
2-0101 (OCLF)	31.03%/50.10%	68.96%/49.90%	4.31%/1.90%	9.48%/2.20%	15.51%/42.00%	34.48%/40.40%	6.89%/2.40%	23.27%/3.80%	0.86%/2.00%	1.72%/2.10%	0.86%/0.10%	0.00%/0.00%	0.86%/0.60%	0.00%/0.50%	1.72%/1.10%	0.00%/0.90%
3-0401 (OCLF)	87.50%/55.90%	12.50%/44.10%	0.00%/1.90%	0.00%/2.10%	87.50%/47.30%	12.50%/35.00%	0.00%/1.20%	0.00%/1.80%	0.00%/4.10%	0.00%/4.30%	0.00%/0.00%	0.00%/0.00%	0.00%/0.40%	0.00%/0.20%	0.00%/0.90%	0.00%/0.60%
4-0020 (OCLF)	88.07%/65.80%	11.92%/34.20%	11.25%/3.00%	1.98%/1.40%	48.34%/56.30%	5.29%/28.40%	18.54%/3.50%	3.97%/2.20%	4.63%/2.10%	0.00%/1.70%	0.00%/0.00%	0.66%/0.00%	0.00%/0.20%	0.00%/0.00%	5.29%/0.70%	0.00%/0.40%
5-0170 (OCLF)	100.00%/50.10%	0.00%/49.90%	0.00%/1.90%	0.00%/2.20%	100.00%/42.00%	0.00%/40.40%	0.00%/2.40%	0.00%/3.80%	0.00%/2.00%	0.00%/2.10%	0.00%/0.10%	0.00%/0.00%	0.00%/0.60%	0.00%/0.50%	0.00%/1.10%	0.00%/0.90%
6-0486 (OCLF)	60.00%/55.90%	40.00%/44.10%	0.00%/1.90%	0.00%/2.10%	60.00%/47.30%	20.00%/35.00%	0.00%/1.20%	0.00%/1.80%	0.00%/4.10%	0.00%/4.30%	0.00%/0.00%	0.00%/0.00%	0.00%/0.40%	20.00%/0.20%	0.00%/0.00%	0.00%/0.00%
7-0150 (OCLF)	100.00%/50.10%	0.00%/49.90%	0.00%/1.90%	0.00%/2.20%	100.00%/42.00%	0.00%/40.40%	0.00%/2.40%	0.00%/3.80%	0.00%/2.00%	0.00%/2.10%	0.00%/0.10%	0.00%/0.00%	0.00%/0.60%	0.00%/0.50%	0.00%/1.10%	0.00%/0.90%
8-0132 (OCLF)	66.66%/50.10%	33.33%/49.90%	0.00%/1.90%	0.00%/2.20%	66.66%/42.00%	33.33%/40.40%	0.00%/2.40%	0.00%/3.80%	0.00%/2.00%	0.00%/2.10%	0.00%/0.10%	0.00%/0.00%	0.00%/0.60%	0.00%/0.50%	0.00%/1.10%	0.00%/0.90%
9-1515 (OCLF)	100.00%/53.70%	0.00%/46.20%	0.00%/2.30%	0.00%/2.70%	100.00%/44.50%	0.00%/33.90%	0.00%/3.10%	0.00%/6.40%	0.00%/2.80%	0.00%/2.20%	0.00%/0.10%	0.00%/0.00%	0.00%/0.20%	0.00%/0.20%	0.00%/0.70%	0.00%/0.70%
10-0185 (OCLF)	0.00%/21.50%	100.00%/78.50%	0.00%/2.00%	50.00%/6.50%	0.00%/14.00%	50.00%/53.30%	0.00%/4.40%	0.00%/15.40%	0.00%/0.60%	0.00%/1.40%	0.00%/0.00%	0.00%/0.10%	0.00%/0.20%	0.00%/0.70%	0.00%/0.30%	0.00%/1.10%

While there are not an extremely large number of STEM positions in the Army Reserve (305 total), the majority of those fall into IT Management (Series 2210) (151 positions) and Social Science (Series 0101) (116 positions). Overall, Females make up 34% of the Army Reserve STEM workforce, which is a slightly higher representation than the total workforce representation, but remains lower than the Occupational Civilian Labor Force in general. Of note, while there are numerous job series that reflect underrepresentation, outside of the IT Management and Social Science series, there are only 39 additional total STEM positions spread across 8 career fields throughout all of Army Reserve so the limited data availability is not significant enough to draw a conclusion as to the hiring practices or potential barriers.

FY23 Complaint Processing

Total Inventory (462) (formal)	Substantiated Findings	Median Formal days	Number of formal complaints beyond 180 days	Number of formal complaints accepted or dismissed	Number of formal complaints remanded	Number of ADRs offered (pre & formal)	Number of ADRs accepted (pre & formal)
135	0	14	0	55	1	70	58

The number of EEO complaints processed by the Army Reserve has remained relatively steady over the past several years. The Army Reserve EEO Office has accepted or dismissed EEO complaints on average within 14 days, one day less than the requisite 15 days. At the end of the fiscal year, there were not any formal complaints that exceeded the 180-day processing timeframe and only one complaint was remanded for processing. The Army Reserve EEO Office continues to emphasize the importance of early resolution and benefits of Alternative Dispute Resolution (ADR), specifically mediation, as an effective tool in resolving complaints at the lowest possible level.

FY23 Cost of Investigations versus Settlements for Formal EEO Complaints

Cost	\$
Investigations	\$197,120
Settlements	\$37,350

According to data provided by the Army, the average cost to process an EEO complaint through investigation in FY 23 was \$4,928.00. Within the Army Reserve, there were 11 formal complaints that settled avoiding the cost of investigation. The total amount paid to complainants through settlements of Formal EEO complaints in FY23 was \$37,350, for an average of \$3,395 per complaint that settled, a savings of \$1,533 per complaint versus the cost of investigation. This analysis does not include all of the potential time savings associated with early resolution of EEO complaints, which can be at times as long as several years.

FY23 Top 5 Issues and Basis of Formal Complaints Filed

Issues	# of Complaints FY23	# of Complaints FY22
Harassment (Non/Sexual)	35	34
Disciplinary Actions	13	13
Condition of Employment	16	8
Time & Attendance	13	11
Performance/Evaluations	8	4
Basis	# of Complaints in FY23	# of Complaints in FY22
Disability (Physical/Mental)	34	32
Reprisal	23	26
Sex (Female)	19	13
Age	16	14
Race (Black/African American)	14	10

Harassment (Non-Sexual) continues to be the top issue and Disability and Reprisal remain the top bases for EEO complaints in the Army Reserve. Harassment (Non-Sexual) tends to be a “catch all” for workplace issues employees bring forward that do not fit specifically within one of the other identified categories and as a result will likely remain the top category for EEO complaints for the foreseeable future. Although Disability and Reprisal have periodically changed places in the top two most alleged bases over the years, Disability continues to increase year after year, while Reprisal experienced a slight decrease in frequency. Of note, the Army Reserve received several EEO complaints related to the request for telework as a reasonable accommodation which is part of the driving force behind the high number of Disability related EEO complaints, and given the apparent increase in desire to telework since the Covid-19 pandemic, this trend will likely continue.

Part E.4: FY23 Accomplishments/Initiatives

Hispanic Initiatives

The Army Reserve completed an analysis of its Hispanic Employment Program. The highlights and initiatives are as follows. In FY23 the Hispanic population was 15.05% of the overall AR workforce which is 2.05% above the total Hispanic 2014-2018 National Civilian Labor Force average (NCLF) of 13%. The Hispanic population increased in both males and females; however, due to the change in NCLF, Hispanic Female representation in the AR no longer exceeds the NCLF. An analysis of new hires in the Army Reserve in FY23 reveals that Hispanic Males made up 14.29 % and Females made up 6.77% of all new hires, both above the NCLF for Hispanics; therefore, there does not appear to be a barrier to Hispanic employment in the Army Reserve. As applicant pool data reaches multi-year availability, further analysis will be conducted to determine if there are any trends in the hiring of Hispanic employees in comparison to the representation amongst available applicants.

A review of Hispanic representation in attendance at key training courses reveals that Hispanics made up 6% of attendees at the CES Foundations Course, 15% of the CES Basic course attendees, 12% of CES Supervisor and Manager Development course attendees, 12% of CES Intermediate and 7% of CES Advanced course attendees. As these courses are required of newly hired employees or those recently promoted, analysis of the applicant data, as referenced above, will assist in determining whether Hispanic employees are applying to these higher graded positions, impacting their selection and overall course attendance.

Intelligence Initiatives

In FY23, the Army has again requested a specific analysis of those serving in Career Program (CP) 35 positions, the Civilian Intelligence Community. While the Army Reserve does not have a robust CP-35 employee base, there are a total of 37 employees who fall into this category, which is 3 less than in FY22. Of those 37 employees, 23 are Male (62.2%) and the remaining 14 are Female (37.8%). There is a larger Female representation in CP-35 than in the Army Reserve civilian workforce as a whole. An analysis of the ethnicity and race of these employees reveals that 51.4% are White, 32.4% are Black, 16.2% are Hispanic. Additionally, 22% of these employees self-report a disability and 5% have a targeted disability. Based upon the data, there does not appear to be a noticeable trigger for potential barriers to these positions or any obvious reason for concern.

SEP Initiatives/Accomplishments

In FY23, the Army Reserve developed and stood up a new Prevention and Integration Executive Council (PIE-C). This council consists of leaders from AR EEO; Equal Opportunity (EO); Army Substance Abuse Program; Chaplain; Family Programs; G34; Health Services Branch; Manning, Strength and Analysis Branch; Public Partnership; Safety; Sexual Harassment and Assault Response Program; Strategic Communications; and the Surgeon's office, amongst others. The council meets monthly with the purpose of reviewing and analyzing gaps and overlaps across physical, psychological, social, spiritual and Family readiness; reviewing and framing strategic programs, resources, and policy issues including emerging practices; reviewing and recommending changes to evaluation metrics; and reviewing and recommending the prioritization of USAR programs including the assessment of program effectiveness and quality, and the elimination of redundant or outdated activities with evidence-based and evidence-informed practices. We look forward to the successes of the PIE-C across multiple programs in the Army Reserve in years to come.

Additionally, in FY23 the Army Reserve EEO Office again assisted the Fort McCoy Equal Opportunity Office with their annual National Disability Awareness Employment Month Observance. The DPM obtained a guest speaker, coordinated event details, and served as the master of ceremonies on the

day of the program. The Army Reserve EEO Office looks forward to continued partnership with the Fort McCoy EO Office for future observances and events.

Complaint Processing Accomplishments

The Army Reserve EEO office continues to yield impressive results during the counseling stage of informal complaints. The following data incorporates all complaints processed including the Army Reserve Funded Installations. Of the 95 informal complaints that completed counseling in FY23, 100% of those processed by the Army Reserve EEO Office met regulatory timelines. In FY23, 41% of informal complaints were resolved without the need for a formal investigation, an 11% increase over the number of aggrieved individuals that did not proceed to the formal process in FY22. In FY23, there was a slight decrease (nearly 7%), in the number of pre-complaints filed (95) in comparison to those filed in FY22 (102). While there may be various factors in any given year that contribute to the fluctuations in the number of pre and formal complaints filed, we believe it is noteworthy that in FY23 there were 188 inquiries / contacts with the EEO Office, of which, only 50% initiated informal complaints and 55% of the informal complainants filed formal complaints, a testament to the value of EEO assistance in addressing questions, concerns, or resolving issues without the need for individuals to proceed through the EEO process. Fifty-Five (55) formal complaints were filed during FY23, the same number of formal complaint filings as in FY22. The trend of allegations related to the denial of telework that was identified in FY22 has continued in to FY23.

Also of note, the EEO Office has continued to encourage the use of informal mediation and in FY23 the EEO Office saw an increase in the participation rate from 22 aggrieved employees in FY22 to 34 aggrieved employees participating in pre-complaint mediation, that is a 55% increase over FY22. Of those pre-complaint mediations conducted in FY23, 15 complaints were resolved through a Negotiated Settlement Agreement (NSA), an increase over FY22 by 15.4%. Our goal is to continue to encourage the use of Alternative Dispute Resolution (ADR) at all phases of the EEO complaint process and reach resolution as early as possible.

In FY23, Disability was the most common alleged discriminatory basis followed by Reprisal. FY23 also saw a larger number of EEO complaints related to Sex (Female) than the fourth and fifth most frequent bases of Age and Race (Black/African American), respectively. Again, for the sixth straight year in a row, the top issue was Harassment (Non-Sexual), followed by Disciplinary Actions.

As always, the Army Reserve encourages the use of alternative dispute resolution (ADR) to resolve EEO issues more efficiently. The Army Reserve's preferred method of ADR is mediation, which was offered 68 times in FY23, 53 times in FY22, 32 times in FY21, and 77 times in FY20, during both the informal and formal complaint processes. In FY23, when mediation was deemed appropriate and offered, complainants agreed to participate 90% of the time in the informal process and 80% of the time in the formal process. As we have educated the workforce on the benefits of utilizing the mediation process to resolve complaints, we have seen growths in participation rates. In FY23 15 informal complaints were resolved during mediation, which is 3 more than in FY22 (12) and 14 more than in FY21 (1). FY23 formal mediation success mirrored FY22 with 11 cases resolved compared to the 5 in FY21. The Army Reserve EEO Office will continue efforts to maximize participation through emphasizing to all parties the value of utilizing mediation at each phase of the EEO complaint process to reach resolution. Also of note, an additional 6 complaints were resolved with a settlement agreement during the hearing phase of the complaint process.

EEO, Anti-Harassment, and No FEAR Act Training

While the Army Reserve EEO Office has historically included an aspect of Anti-Harassment in all in person or virtual EEO training provided, there has also been a continual emphasis on completion of the Army's mandatory online EEO, Anti-Harassment and No FEAR training. The Army Reserve EEO Office has continued to partner with the Civilian Personnel Management Office and Senior Leaders in efforts

to increase completion rates for this mandatory training within the Army Reserve but has not had the desired success. While completion rates are collected from the Defense Civilian Personnel Data System (DCPDS), this data has a few potential flaws. Specifically: 1) individuals who are both Army Reserve Soldiers and Department of Army Civilians are not reflected on the civilian training completion records when they complete the training while using their military credentials, 2) the civilian population includes those employees who are in a Leave Without Pay Status and not required to take the training while in a non-pay status – yet their non-completion counts against the agency, and 3) there are known instances of the system not accurately reflecting training completion for some individuals. The Army Reserve EEO Office has struggled in its efforts to obtain more accurate data from commands, so must report data reflected in DCPDS. In FY23, the Army Reserve had a total workforce completion rate of 53%, with 57% of civilian supervisors and 51% of non-supervisory employees completing the training. The overall completion rate in FY23 is up 3% from FY22 but is still significantly lower than the all-time high of 70% in FY21. The supervisory completion rate decreased by 1% from FY22 and non-supervisory increased by 2%. It is hoped that when the Army launches the updated training, currently in development, these issues can be corrected, and more accurate data captured.

Part E.5: FY24 Planned Activities

The Army Reserve EEO Office remains committed to providing support and services that enhance the Army Reserve mission. The Army Reserve EEO Office will continue to focus on current initiatives in FY24 to include: expanding the use of ADR for early complaint resolution; continuing to provide regular EEO related updates to Army Reserve senior leaders; maximizing outreach through Staff Assistance Visits and EEO training; and partnering with members of the PIE-C to identify means of enhancing the AR work environment and workforce. Additionally, the EEO Office will be holding a Collateral Duty EEO Counselor Course in FY24 to train new counselors and develop contacts and partners at AR Commands and Installations. The primary objectives in FY24 will be to ensure maximum visibility of all EEO related information, continuity in ADR efforts for EEO matters, and to provide optimal EEO support and services for the entire Army Reserve workforce.

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Part F: Certification of Establishment of Continuing EEO Programs

MD-715 PART F	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS				
I, Heather Barrett				
Principal EEO Director/Official	EEO Director			
for:	The United States Army Reserve			
<p>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.</p> <p>The Agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure, or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.</p>				
(INSERT ELECTRONIC SIGNATURE HERE)	BARRETT.HEATHE R.LOUISE.1363672 600 <div> <small>Digitally signed by BARRETT.HEATHER.LOUISE.13 63672600 Date: 2024.01.04 13:11:05 -06'00'</small> </div>	19 Dec 2023		
Senior EEO Official Heather L. Barrett Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.		Date		
(INSERT ELECTRONIC SIGNATURE HERE)	BABCOCK.STACY. MARIE.1020923390 <div> <small>Digitally signed by BABCOCK.STACY.MARIE.10209 23390 Date: 2024.01.04 17:56:41 -05'00'</small> </div>	04 Jan 2024		
Chief of Staff, United States Army Reserve Command: MG Stacy M. Babcock		Date		

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Part G: Agency Self-Assessment Checklist — FY23

MD-715 PART G	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
ESSENTIAL ELEMENT A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.			
A.1 — The agency issues an effective, up to date EEO policy statement.		Measure Met?	Comments
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? <i>If yes, provide the annual issuance date in the comment's column.</i> [MD-715, II(A)]	Yes	Army Reserve EEO policies were signed on September 25, 2020, and are regularly issued to the workforce and made available through many sources.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation, and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [29 CFR § 1614.101(a)]	Yes	
A.2 — The agency has communicated EEO policies and procedures to all employees.		Measure Met?	Comments
A.2.a	<i>Does the agency disseminate the following policies and procedures to all employees:</i>		
A.2.a.1	– Anti-harassment policy? [MD-715, II(A)]	No	Army has not yet issued programmatic guidance
A.2.a.2	– Reasonable accommodation procedures? [29 CFR § 1614.203(d)(3)]	Yes	AR 690-12, Appendix C
A.2.b	<i>Does the agency prominently post the following information in the workplace and on its public website:</i>		
A.2.b.1	– Business contact information for its EEO Director EEO Counselors, EEO Officers, Special Emphasis Program Managers? [29 CFR § 1614.102(b)(7)]	No	We are working to find out who has the access to update this for us or if we have the access.
A.2.b.2	– Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [29 CFR § 1614.102(b)(5)]	Yes	
A.2.b.3	– Reasonable accommodation procedures? [29 CFR § 1614.203(d)(3)(i)] <i>If yes, provide the internet address in the comment column.</i>	Yes	USAR-USARC-EEO - Home (sharepoint-mil.us)
A.2.c	<i>Does the agency inform its employees about the following topics:</i>		
A.2.c.1	– EEO complaint process? [29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] <i>If yes, provide how often.</i>	Yes	Within 90 days after being assigned, and at least annually thereafter.
A.2.c.2	– ADR process? [MD-110, Ch. 3(II)(C)] <i>If yes, provide how often.</i>	Yes	Within 90 days after being assigned, and at least annually thereafter.
A.2.c.3	– Reasonable accommodation program? [29 CFR § 1614.203(d)(7)(ii)(C)] <i>If yes, provide how often.</i>	Yes	Within 90 days after being assigned, and at least annually thereafter.
A.2.c.4	– Anti-harassment program? [EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] <i>If yes, provide how often.</i>	Yes	Within 90 days after being assigned, and at least annually thereafter.
A.2.c.5	– Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] <i>If yes, provide how often.</i>	Yes	Within 90 days after being assigned, and at least annually thereafter.

A.3 — The agency assesses and ensures EEO principles are part of its culture.		Measure Met?	Comments
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [29 CFR § 1614.102(a) (9)] <i>If yes, provide one or two examples in the comments section.</i>	Yes	Commanders at all levels are provided the opportunity to nominate personnel for multiple Army and National Diversity and Equality awards. Additionally, all Supervisors performance standards include an element for their commitment to EEO.
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessments to monitor the perception of EEO principles within the workforce? [5 CFR Part 250]	Yes	
ESSENTIAL ELEMENT B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.			
B.1 — The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.		Measure Met?	Comments
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [29 CFR §1614.102(b)(4)]	Yes	EEO Director is Senior Rated by the CAR/CG
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? <i>If yes, provide the title of the agency head designee in the comments.</i>	Yes	Stacy Babcock, Brigadier General, Chief of Staff
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [29 CFR §1614.102(b)(4)]	Yes	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency, and legal compliance of agency's EEO program? [29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [MD-715 Instructions, Sec. I] <i>If yes, provide the date of the briefing in comments column.</i>	Yes	January 10, 2023
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other related issues? [MD-715, II(B)]	Yes	

B.2 — The EEO Director controls all aspects of the EEO program.		Measure Met?	Comments A "No" response to any measure in Part G is a program deficiency requiring a Part H.
B.2.	<i>Is the EEO Director responsible for the following:</i>		
B.2.a	– The implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
B.2.b	– Overseeing the completion of EEO counseling? [29 CFR §1614.102(c)(4)]	Yes	
B.2.c	– Overseeing the fair and thorough investigation of EEO complaints? [29 CFR §1614.102(c)(5)]	Yes	
B.2.d	– Overseeing the timely issuance of final agency decisions? [29 CFR §1614.102(c)(5)]	Yes	HQ Army Equal Employment Opportunity Compliance and Complaints Review (EEOCCR) is responsible for overseeing the timely issuance of final agency decisions.
B.2.e	– Ensuring compliance with EEOC orders? [29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	– Periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes	
B.3 — The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.		Measure Met?	Comments
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [MD-715, II(B)]	Yes	
B.3.b	Does the agency's current strategic plan reference EEO/diversity and inclusion principles? [MD-715, II(B)] <i>If yes, identify the EEO principles in the strategic plan in the comments column.</i>	Yes	The Army Reserve Civilian Human Capital Strategy for 2023-2027 incorporates the Army Civilian Implementation Plan with Strategic Outcomes of a results-oriented performance management culture with stable, engaged, empowered, diverse & motivated workforce.

B.4 — The agency has sufficient budget and staffing to support the success of its EEO program		Measure Met?	Comments
B.4.a	<i>Per 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:</i>		
B.4.a.1	– to conduct a self-assessment of the agency for possible program deficiencies? [MD-715, II(D)]	Yes	
B.4.a.2	– to enable the agency to conduct a thorough barrier analysis of its workforce? [MD-715, II(B)]	Yes	
B.4.a.3	– to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [29 CFR § 1614.102(c)(5) & 1614.105(b) — (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	
B.4.a.4	– to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [MD-715, II(B) and III(C)] If not, identify the type(s) of training with insufficient funding in the comments section.	Yes	
B.4.a.5	– to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [29 CFR §1614.102(c)(2)]	Yes	Army Reserve EEO office provides services to all Army Reserve Components but does not have field offices.
B.4.a.6	– to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [MD-715, II(B)]	Yes	
B.4.a.7	– to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [MD-715, II(E)]. If not, identify the systems with insufficient funding in the comments section.	Yes	
B.4.a.8	– to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	No	Army Reserve EEO Office is not currently staffed to meet all requirements of each of the Special Emphasis Programs.
B.4.a.9	– to effectively manage its anti-harassment program? [MD- 715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	Pending Army guidance on the establishment of an Anti-Harassment Program, the EEO Office has fulfilled obligations contained in AR690-12, Appx D.
B.4.a.10	– to effectively manage its reasonable accommodation program? [29 CFR § 1614.203(d)(4)(ii)]	Yes	Commands have O&M funds to pay for reasonable accommodations and utilize DoD's centrally funded Computer/Electronic Accommodations Program (CAP).
B.4.a.11	– to ensure timely and complete compliance with EEOC orders? [MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [29 CFR § 1614.102(a)(1)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [MD-110, Ch. 1(III)(A), 2(III), 6(III)]	Yes	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	EEO Office notifies collateral duty counselors of the 8-hour training requirement and resources available to meet the requirement but must rely on self-reporting of training completion.

B.5 — The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.		Measure Met?	Comments
B.5.a	<i>Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:</i>		
B.5.a.1	– EEO Complaint Process? [MD-715(II)(B)]	Yes	
B.5.a.2	– Reasonable Accommodation Procedures? [29 CFR § 1614.102(d)(3)]	Yes	
B.5.a.3	– Anti-Harassment Policy? [MD-715(II)(B)]	Yes	
B.5.a.4	– Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [MD-715, II(B)]	Yes	
B.5.a.5	– ADR, with emphasis on the Federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [MD-715(II)(E)]	Yes	
B.6 — The agency involves managers in the implementation of its EEO program.		Measure Met?	Comments
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [MD-715 Instructions, Sec. I]	Yes	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [MD-715 Instructions, Sec. I]	Yes	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	

ESSENTIAL ELEMENT C: MANAGEMENT AND PROGRAM ACCOUNTABILITY This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.			
C.1 — The agency conducts regular internal audits of its component and field offices.		Measure Met?	Comments
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [29 CFR §1614.102(c)(2)] <i>If yes, provide the schedule for conducting audits in the comments section.</i>	Yes	The Army Reserve EEO office annually assess components but does not have field offices.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [29 CFR §1614.102(c)(2)] <i>If yes, provide the schedule for conducting audits in the comments section.</i>	Yes	The Army Reserve EEO office annually assess components but does not have field offices.
C.1.c	Do component and field offices make reasonable efforts to comply with the recommendations of the field audit? [MD- 715, II(C)]	Yes	
C.2 — The agency has established procedures to prevent all forms of EEO discrimination.		Measure Met?	Comments
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, §V.C.1 (6/18/99)]	Yes	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
C.2.a.2	Has the agency established a firewall between the Anti- Harassment Coordinator and the EEO Director? [EEOC Report, Model EEO Program Must Have an Effective Anti- Harassment Program (2006)]	Yes	The implementation of the Anti-Harassment Program is pending further Army guidance.
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors, EEOC No. 915.002, § V.C.1 (6/18/99)]	Yes	AR 690-12, Appendix D
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [Enforcement Guidance, V.C.]	Yes	The Army Reserve EEO Office advises command leadership of their responsibilities pursuant to AR690-12, appendix D.
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within ten days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [<i>Complainant v. Dept. of Veterans Affairs</i> , EEOC Appeal No. 0120123232 (May 21, 2015); <i>Complainant v. Dept. of Defense (Defense Commissary Agency)</i> , EEOC Appeal No. 0120130331 (5/29/15)] <i>If no, provide the percentage of timely-processed inquiries in the comments section.</i>	Yes	The EEO Office notifies the Command of harassment allegations but does not track if inquiries are conducted into the harassment allegations.
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [29 CFR 1614.203(d)(2)]	Yes	
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [29 CFR 1614.203(d)(3)]	Yes	
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [29 CFR 1614.203(d)(3)(D)]	Yes	
C.2.b.2	Has the agency established a firewall between the RA Program Manager and the EEO Director? [MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	Does the agency ensure that job applicants can request and receive RAs during the application and placement processes? [29 CFR 1614.203(d)(1)(ii)(B)]	Yes	

C.2.b.4	Do the RA procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [29 CFR 1614.203(d)(3)(i)(M)]	Yes	
C.2.b.5	Does the agency process all RA requests within the time frame set forth in its RA procedures? [MD-715, II(C)] <i>If no, provide percentage of timely-processed requests in the comment column.</i>	No	59% of Reasonable Accommodation requests processed within the time frame.
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [29 CFR 1614.203(d)(6)]	Yes	Personal Assistance Services may be requested using the reasonable accommodation request procedures.
C.2.c.1	Does the agency post its procedures for processing requests for personal assistance services on its public Web site? [29 CFR § 1614.203(d)(5)(v)] <i>If yes, provide the internet address in the comment column.</i>	No	Army Reserve EEO Office is working to update its public website with this information.

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

C.4 — The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.		Measure Met?	Comments
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/ training programs, and management/ personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [MD-715 Instructions, Sec. I]	Yes	The Army Reserve performs periodic reviews on an as-needed basis.
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [29 CFR §1614.601(a)]	Yes	
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [MD-715, II(C)]	Yes	
C.4.e	<i>Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:</i>		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [MD-715, II(C)]	Yes	
C.5 — Following a finding of discrimination, the agency explores whether it should take a disciplinary action.		Measure Met?	Comments
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [29 CFR §1614.102(a)(6); see also <i>Douglas v. Veterans Administration</i> , 5 MSPR 280 (1981)]	Yes	
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [29 CFR §1614.102(a)(6)] <i>If yes, state the number of disciplined/sanctioned individuals during this reporting period in the comments.</i>	Yes	0
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [MD-715, II(C)]	Yes	
C.6 — The EEO office advises managers/ supervisors on EEO matters.		Measure Met?	Comments
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [MD-715 Instructions, Sec. I] <i>If yes, identify the frequency of updates in comments.</i>	Yes	Monthly workload analysis & complaints updates provided to BG Stacy Babcock, Chief of Staff. Annually data is provided at Readiness Divisions and Installations at Staff Assistant Visits or upon request.
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions/concerns? [MD-715 Instructions, Sec. I]	Yes	

ESSENTIAL ELEMENT D: PROACTIVE PREVENTION			
This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.			
D.1 — The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.		Measure Met?	Comments
D.1.a	Does the agency have a process for identifying triggers in the workplace? [MD-715 Instructions, Sec. I]	Yes	
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [MD-715 Instruct. Sec. I]	Yes	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities? [29 CFR 1614.203(d)(1)(iii)(C)]	Yes	
D.2 — The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)		Measure Met?	Comments
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [MD-715, (II)(B)]	Yes	
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [29 CFR §1614.102(a)(3)]	Yes	
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [29 CFR §1614.102(a)(3)]	Yes	
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/ grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, RA program; anti- harassment program; and/or external special interest groups? [MD-715 Instructions, Sec. I] <i>If yes, identify data sources in the comments section.</i>	Yes	
D.3 — The agency establishes appropriate action plans to remove identified barriers.		Measure Met?	Comments
D.3.a	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [29 CFR §1614.102(a)(3)]	Yes	
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [MD-715, II(D)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [MD-715, II(D)]	Yes	

D.4 — The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.		Measure Met?	Comments
D.4.a	Does the agency post its affirmative action plan on its public Web site? [29 CFR 1614.203(d)(4)] <i>If yes, provide the internet address in the comments section.</i>	No	Army Reserve EEO Office is working to address this deficiency.
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [29 CFR 1614.203(d)(1)(i)]	Yes	
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of Individuals with Disabilities or targeted disabilities employed at the agency until it meets the goals? [29 CFR 1614.203(d)(7)(ii)]	Yes	
ESSENTIAL ELEMENT E: EFFICIENCY This element requires the agency head to ensure there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.			
E.1 — The agency maintains an efficient, fair, and impartial complaint resolution process.		Measure Met?	Comments
E.1.a	Does the agency timely provide EEO counseling? [29 CFR §1614.105]	Yes	
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session? [29 CFR §1614.105(b)(1)]	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint? [MD-110, Ch. 5(l)]	Yes	
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report? [MD-110, Ch. 5(l)] <i>If yes, provide the average processing time in the comments section.</i>	Yes	14 Days
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation? [29 CFR §1614.102(b)(6)]	Yes	
E.1.f	Does the agency timely complete investigations? [29 CFR §1614.108]	Yes	
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit? [29 CFR §1614.108(g)]	Yes	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision? [29 CFR §1614.110(b)]	No	Army EEOCCR is responsible for issuing final agency decisions.
E.1.i	Does the agency timely issue final actions follow receipt of the hearing file and the administrative judge's (AJ) decision? [29 CFR §1614.110(a)]	No	Army EEOCCR is responsible for issuing final actions.
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [MD-110, Ch. 5(V)(A)] <i>If yes, describe how in the comments.</i>	Yes	The Army Reserve EEO works with DOD Investigations and Resolutions Directorate to hold contractors they use accountable for their work.
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [MD-110, Ch. 5(V)(A)]	Yes	
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal? [29 CFR § 1614.403(g)]	Yes	

E.2 — The agency has a neutral EEO process.		Measure Met?	Comments
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [MD- 110, Ch. 1(IV)(D)] <i>If yes, please explain in the comment's column.</i>	Yes	
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [MD-110, Ch. 1(IV)(D)] <i>If yes, identify the source/location of the attorney who conducts the legal sufficiency review in the comments.</i>	Yes	The Army Reserve EEO office seeks legal reviews from Agency Attorneys that are not located in the same office as the agency representative responsible for the defensive function.
E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [MD-110, Ch. 1(IV)(D)]	Yes	The Army Reserve EEO office seeks legal reviews from Agency Attorneys that are not located in the same office as the agency representative responsible for the defensive function.
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	Yes	
E.3 — The agency has established and encouraged the widespread use of a fair ADR program.		Measure Met?	Comments
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [29 CFR §1614.102(b)(2)]	Yes	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [MD-110, Ch. 3(III)(A)(9)]	Yes	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [MD-110, Ch. 3(II)(D)]	Yes	

E.4 — The agency has effective and accurate data collection systems in place to evaluate its EEO program.		Measure Met?	Comments
E.4.a	<i>Does the agency have systems in place to accurately collect, monitor, and analyze the following:</i>		
E.4.a.1	– Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/ complainants, and the involved management official? [MD-715, II(E)]	Yes	
E.4.a.2	– The race, national origin, sex, and disability status of agency employees? [29 CFR §1614.601(a)]	Yes	
E.4.a.3	– Recruitment activities? [MD-715, II(E)]	Yes	
E.4.a.4	– External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [MD-715, II(E)]	Yes	
E.4.a.5	– The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4.a.6	– The processing of complaints for the anti-harassment program? [EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	
E.5 — The agency identifies and disseminates significant trends and best practices in its EEO program.		Measure Met?	Comments
E.5.a	Does the agency monitor trends in its EEO program to determine whether agency is meeting its obligations under the statutes EEOC enforces? [MD-715, II(E)] <i>If yes, provide example in the comments section.</i>	Yes	Army Reserve EEO Office holds weekly status meetings to ensure timely complaint processing.
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [MD-715, II(E)] <i>If yes, provide example in the comments section.</i>	Yes	Army Reserve EEO representatives attend regular Army meetings which includes a sharing of best practices so that each agency can determine whether to adopt those practices.
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [MD-715, II(E)]	Yes	

ESSENTIAL ELEMENT F: RESPONSIVENESS AND LEGAL COMPLIANCE This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
F.1 — The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.		Measure Met?	Comments
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [29 CFR §1614.102(e); MD-715, II(F)]	Yes	
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [MD- 715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [MD-110, Ch. 9(IX)(H)]	Yes	
F.2 — The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.		Measure Met?	Comments
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [29 CFR §1614.502; MD-715, II(E)]	Yes	
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [29 CFR §1614.108(g)]	Yes	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [29 CFR §1614.501]	Yes	
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [29 CFR §1614.403(e)]	Yes	Army Reserve EEO Office meets timelines that are within their responsibility. Appeal submissions are the responsibility of EEOCCR.
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	Army Reserve EEO Office meets timelines that are within their responsibility. Appeal submissions are the responsibility of EEOCCR.
F.3 — The agency reports to EEOC its program efforts and accomplishments.		Measure Met?	Comments
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	This is the responsibility of Army HQ.
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [29 CFR §1614.703(d)]	Yes	This is the responsibility of Army HQ.

Part H: Essential Element Deficiencies and Planned Activities

MD-715 PART H-1-23	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	C.2.b.5. The Army Reserve did not process all reasonable accommodation requests within the required time frames. While the EEO Office is responsible for assisting in the process the ultimate responsibility rests on the supervisory chain of the employee who requires accommodation.			
RESPONSIBLE OFFICIAL:	EEO Director- Ms. Heather Barrett; EEO Deputy Director -Ms. Kathy Rowan; EEO Manager – Ms. Jamie Cram, Disability Program Manager – Mr. Derrick Caulkins, Managers and Supervisors, and Agency Attorneys			
DO THE RESPONSIBLE OFFICIAL'S PERFORMANCE STANDARDS ADDRESS THIS PLAN?	(Yes or No) Yes			
Date Initiated	Target Completion Date	Date Modified	Date Completed	Objective Description
October 2018	9/30/2024	10/02/2023		Timely process all reasonable accommodation requests IAW AR 690-12.
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:				
Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
09/30/2019 09/30/2020	The Army Reserve EEO Office will conduct Staff Assistance Visits with Army Reserve Command Officials and provide training to educate and train leaders and employees on reasonable accommodation processing time frame requirements.	Yes		Ongoing Annually
09/30/2021 09/30/2022 09/30/2023	The Army Reserve EEO Office will conduct Staff Assistance Visits with Army Reserve Command Officials and provide training to educate and train leaders and employees on reasonable accommodation processing time frame requirements. The DPM will also use the Civilian Personnel Advisory Center and the Army Reserve Civilian Personnel Management Messages to provide information to commands on the RA process and time frames.	Yes		Ongoing Annually
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				
FY23 - Processed 175 reasonable accommodations, the most ever processed in a fiscal year. Conducted Staff Assistance Visits or Commander's Forums with multiple Commands and Reserve Installations via in person and Teams. The Civilian Personnel Advisory Center (CPAC) published the "CHRA CPAC Fort McCoy Star –Reasonable Accommodation Processing" newsletter to the workforce informing the workforce on the RA process and time frames. The workforce was informed in September 2023 on the Pregnant Workers Fairness Act to include its relation to Reasonable Accommodations through various means. The EEO Office assisted in hosting annual Disability Awareness Observance on Fort McCoy that was tailored to promote hiring individuals with disabilities and educating the workforce.				

MD-715 PART H-2-23	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	C.2.c1. Posting procedures for processing requests for Personal assistance services that comply with regulations.			
RESPONSIBLE OFFICIAL:	Disability Program Manager – Mr. Derrick Caulkins; Senior EEO Specialist – Mr. Jaime Herrera			
DO THE RESPONSIBLE OFFICIAL'S PERFORMANCE STANDARDS ADDRESS THIS PLAN?				(Yes or No) Yes
Date Initiated	Target Completion Date	Date Modified	Date Completed	Objective Description
09/30/2022	01/31/2024	09/30/2023		Post the Reasonable Accommodation Procedures that include PAS to our external website.
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:				
Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
11/30/2023	Research with HQS USARC on how to update our external website	Yes		
01/31/2024	Have PAS information posted to external website	Yes		
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				
Due to staffing and workload the EEO Office was unable to accomplish a correction to this deficiency in FY23				

MD-715 PART H-3-23	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	D.4.a. – Does the Agency post its affirmative action plan on its public website?			
RESPONSIBLE OFFICIAL:	Senior EEO Specialist – Mr. Jaime Herrera			
DO THE RESPONSIBLE OFFICIAL'S PERFORMANCE STANDARDS ADDRESS THIS PLAN?				(Yes or No) Yes
Date Initiated	Target Completion Date	Date Modified	Date Completed	Objective Description
9/30/2022	9/30/2024			Work with HQ USARC on getting the EEO Office's external website updated.
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:				
Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
01/31/2024	Contact HQS USARC as to who we work with to update the external website	N		
05/30/2024	Have the website updated	Y		
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				
Due to staffing and workload the EEO Office was unable to accomplish a correction to this deficiency in FY23. Additionally, the EEO Office does not have internal staff with sufficient knowledge or time to learn how to create/update our public website.				

MD-715 PART H-	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:				
OBJECTIVE:				
RESPONSIBLE OFFICIAL:				
DO THE RESPONSIBLE OFFICIAL'S PERFORMANCE STANDARDS ADDRESS THIS PLAN?				(Yes or No) Yes
Date Initiated	Target Completion Date	Date Modified	Date Completed	Objective Description
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:				
Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

Part I: Barrier Analysis and Planned Activities

MD-715 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT																																		
TRIGGER ANALYSIS																																			
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Females are underrepresented in the Army Reserve workforce overall and specifically in GS-13 and GS-15 graded positions. The underrepresentation of Females in the Army Reserve has long been recognized during annual workforce data analysis.																																		
SOURCE OF TRIGGER:	Workforce Data Tables																																		
MD-715 WORKFORCE DATA TABLE:																																			
NARRATIVE DESCRIPTION OF TRIGGER	Females are underrepresented in the following areas: Total workforce (32.0%) FY23, compared to 2014-2018 CLF (48.2%); GS-13 and GS-15 graded positions (24% and 27% respectively)																																		
EEO GROUP(S) AFFECTED BY TRIGGER:	Check all that apply: <table border="1"> <tr> <td>All Men</td><td></td><td>Asian Males</td><td></td></tr> <tr> <td>All Women</td><td>x</td><td>Asian Females</td><td>X</td></tr> <tr> <td>Hispanic or Latino Males</td><td></td><td>Native Hawaiian or Other Pacific Islander Males</td><td></td></tr> <tr> <td>Hispanic or Latino Females</td><td></td><td>Native Hawaiian or Other Pacific Islander Females</td><td>X</td></tr> <tr> <td>White Males</td><td></td><td>American Indian or Alaska Native Males</td><td></td></tr> <tr> <td>White Females</td><td></td><td>American Indian or Alaska Native Females</td><td>X</td></tr> <tr> <td>Black or African American Males</td><td></td><td>Two or More Races Males</td><td></td></tr> <tr> <td>Black or African American Females</td><td></td><td>Two or More Races Females</td><td>X</td></tr> </table>			All Men		Asian Males		All Women	x	Asian Females	X	Hispanic or Latino Males		Native Hawaiian or Other Pacific Islander Males		Hispanic or Latino Females		Native Hawaiian or Other Pacific Islander Females	X	White Males		American Indian or Alaska Native Males		White Females		American Indian or Alaska Native Females	X	Black or African American Males		Two or More Races Males		Black or African American Females		Two or More Races Females	X
All Men		Asian Males																																	
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Black or African American Males		Two or More Races Males																																	
Black or African American Females		Two or More Races Females	X																																

BARRIER ANALYSIS PROCESS			
SOURCES OF DATA:	Sources	Source Reviewed (Y/N)?	Identify Information Collected
	<i>Workforce Data Tables</i>	Y	The agency reviewed Tables A1, A4P, A10, A8, A16, A20 to identify Female population, grades, promotions and separation information.
	<i>Complaint Data (Trends)</i>	Y	Although EEO complaints were filed on the basis of Sex (Female), it was not one of the top two bases.
	<i>Grievance Data (Trends)</i>		
	<i>Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)</i>		
	<i>Climate Survey (e.g., FEVS)</i>		
	<i>Exit Interview Data</i>		
	<i>Focus Groups</i>		
	<i>Interviews</i>		
	<i>Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)</i>		
	<i>Other (Please Describe) Applicant Data</i>	Y	<ul style="list-style-type: none"> – Total Announcements – Applications – Qualified Applicants – Referred Applicants – Applicant Selections
STATUS OF BARRIER ANALYSIS PROCESS:	<i>Barrier analysis process completed?</i>	Y	
	<i>Barrier(s) identified?</i>	Y	
STATEMENT OF IDENTIFIED BARRIER(S): (Description of Policy, Procedure, or Practice)	The majority of Army Reserve civilian positions require the employee also be an Army Reserve Soldier serving in a unit. This requirement is mandated by federal law. Although the overall representation of Females in the Army Reserve civilian workforce (32.0%) is below the CLF (48.2%), it is still notably higher than recent percentages of female Soldiers serving in the Army (15%) and the Army Reserve (24%).		

EEO PLAN TO ELIMINATE IDENTIFIED BARRIER(S)						
OBJECTIVE(S):	Objective	Date Initiated (M/D/Y)	Target Date (M/D/Y)	Sufficient Funding/ Staffing	Modified Date (M/D/Y)	Date Completed (M/D/Y)
	To increase the application rate of Females for employment and for promotion to the supervisory level as well as higher level positions at the GS-12 or above level	10/1/2010	9/30/2026	N	9/30/2023	
	To increase the representation of Females in the Total Workforce	10/1/2019	9/30/2026	N	9/30/2023	
	To increase the representation of Females in GS-15 graded positions	10/1/2019	9/30/2026	N	9/30/2023	
RESPONSIBLE OFFICIAL(S):	Title: EEO Director	Name: Heather Barrett			Performance Standards Address Plan? (Y)	
	Selection Officials, CPMO, CPAC, EEO	All Hiring Officials, Dr. Kevin Slider, Mr. Jim Patteson, Ms. Heather Barrett			N/A	
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:						
Target Date (M/D/Y)	Planned Activities				Modified Date (M/D/Y)	Completion Date (M/D/Y)
9/30/2026	Analyze female representation in specific occupations; During Staff Assistance Visits to the Major Subordinate Commands (MSCs); Emphasize the importance and value of diversity and inclusion; Conduct quarterly review of hiring/promotion data; Analyze whether a special emphasis working group at the strategic level should be developed; Determine whether grievance and MSPB filing can be analyzed on issues related to Sex (Female); Analyze Application Data that was made available at the end of FY23.				9/30/2023	
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE						
<p>Since 2010, the Army Reserve EEO Office has analyzed the Female representation within the Army Reserve on an annual basis and it has continued to remain below the National Civilian Labor Force. The representation has fluctuated slightly from year to year but has not experienced any drastic or significant changes overall. However, in late September 2023, for the first time in years, applicant flow data was made available allowing analysis of the number of Females applying, grades applied for, referral rates as well as selection information. In FY23, Permanent and Temporary hires of Females exceeded the AR workforce population of 32% by 2.17% and 4.84% respectively as well as Hispanic Female hires exceeded the NCLF percentages by 2%. Female representation in GS-15 graded positions again increased from 27% to 28.57%, Female representation in all promotions was 35%, Females represented 41% of GS promotions, and made up 42% of all GS-12 to GS-15 promotions.</p>						

Part J: Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Individuals with Disabilities

**MD-715
PART J**

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

To capture agencies' affirmative action plans for PWD and PWTD, EEOC regulations (29 CFR. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the Federal Government.

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

a. Cluster GS-1 to GS-10 (PWD)	Yes		No	X
b. Cluster GS-11 to SES (PWD)	Yes		No	X

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

a. Cluster GS-1 to GS-10 (PTWD)	Yes		No	X
b. Cluster GS-11 to SES (PTWD)	Yes		No	X

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

The Army Reserve EEO Office provides education and training to employees, managers, and supervisors during Civilian Entry Training, Managers and Supervisors Courses, Staff Assistance Visits, and other events to ensure the workforce is aware of EEO, Disability, and Reasonable Accommodation information, to include information about the use of Schedule A and 30% or More Disabled Veteran hiring authorities. The Disability Program Manager works directly with the Civilian Personnel Advisory Center (CPAC) to address requests for noncompetitive consideration under Schedule A or 30% or More Disabled Veteran hiring authorities. The CPAC also maintains a list of individuals that have been prescreened as Schedule A eligible and prequalified for specific positions. If a hiring manager chooses, s/he may request an individual from the list or post a vacancy and use a non-competitive selection process.

Section II: Model Disability Program

Pursuant to 29 CFR. §1614.203(d)(1), agencies must ensure sufficient staff, training, and resources to recruit and hire Individuals with Disabilities and Individuals with Targeted Disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

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

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

Yes		No	X
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The Army Reserve EEO Office does not have the funding, personnel, and time to keep up with the all the requirements of the Disability Program. Most notably, there has been a significant increase of employees requesting reasonable accommodations each year, FY19 there was 78 RA requests, FY20 99 RA requests, FY21 98 RA requests, FY22 126 RA requests, FY23 175 RA requests. This steady upward trend has left the Disability Program Manager (DPM) and additional staff stressed and overwhelmed, requiring them the shift focus and priorities within the disability program. Additionally, the EEO Office has reviewed anticipated revisions to the applicable regulation that will add even more responsibilities on the already overburdened DPM. The Army Reserve EEO Director plans to explore options for increasing staffing to aid the DPM and staff. Additionally, the DPM plans to reach out to the Army Reserve, Knowledge Management team to see if there is a way to streamline the Reasonable Accommodation process using information technology.

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part-Time	Collateral Duty	
Processing applications from PWD and PWTD			1	Sharon Langner, HR Specialists, CPAC, sharon.j.langner.civ@army.mil
Answering questions from the public about hiring authorities that take disability into account	1		1	Sharon Langner (see above), and Derrick Caulkins (see below)
Processing RA requests from applicants and employees	1		1	Derrick Caulkins, DPM, Office of EEO, derrick.g.caulkins.civ@army.mil; Jaime Herrera, EEO Specialist (TL), Office of EEO, jaime.d.herrera.civ@army.mil
Section 508 Compliance			1	Headquarters Army Reserve, Chief Information Office/G-6 (CIO/G-6)
Architectural Barriers Act (ABA) Compliance			1	Derrick Caulkins and the Directorates of Public Works
Special Emphasis Program (SEP) for PWD/PWTD	1			Derrick Caulkins

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

Yes	X	No	
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EEO Staff have attended various training programs to include the Defense Equal Opportunity Management Institute's Disability Program Manager Training, the EEOC's Disability Program course, on-line EEO, Anti-Harassment and No FEAR training and on the Job training.

B. Plan to Ensure Sufficient Funding for the Disability Program

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

Yes		No	X
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The Army Reserve EEO Office does not have the funding, personnel, and time to keep up with the all the requirements of the disability program. Most notably, there has been a significant increase of employees requesting reasonable accommodations each year, FY19 there was 78 RA requests, FY20 99 RA requests, FY21 98 RA requests, FY22 126 RA requests, FY23 175 RA requests. This steady upward trend has left the Disability Program Manager (DPM) and additional staff stressed and overwhelmed, requiring them the shift focus and priorities within the disability program. The Army Reserve EEO Director plans to explore options for increasing staff size to aid the DPM and existing office staff. The DPM plans to reach out to the Army Reserve Knowledge Management team to see if there is a way to streamline the Reasonable Accommodation process using information technology.

Section III: Plan to Recruit and Hire Individuals with Disabilities

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

A. Plan to Identify Job Applicants with Disabilities

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

Applicants' may voluntarily identify their disability statuses while applying for Army Reserve vacancies through USAJobs.com. Applicant data is collected to identify the number of individuals with disabilities and/or individuals with targeted disabilities that apply, are referred, and are selected for positions, if the applicant provides and releases that demographic information. Disability status data may be provided for both internal and external applicants.

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

The following are hiring authorities that Army Reserve and it is funded installations use to take disability into account to recruit/hire:

Veterans Recruitment Appointment (VRA): VRA allows agencies to make an excepted appointment of an eligible disabled veteran (and other veterans) to a position up to a GS-11 or equivalent without competition.

Veterans Employment Opportunities Act (VEOA): VEOA allows disabled veterans (and other preference eligible applicants) to compete for positions that otherwise may have only been available to current permanent federal employees.

30% or More Disabled Veterans: This authority enables a selecting official to noncompetitively appoint a person to any position s/he is qualified for who was separated under honorable conditions from active duty in the Armed Forces who performed at any time and who has established the present existence of a service connected disability rated at 30% or greater or is receiving compensation, disability retirement benefits, or pension because of a public statute administered by the Department of Veterans Affairs (VA) or a military department. Initial appointments are time-limited, lasting only 60 days; however, the position can be non-competitively converted to a permanent status at any time during the time-limited appointment.

Schedule A: This hiring authority may be used to hire qualified individuals with severe or targeted disabilities without competition. Hiring managers may also compete individuals first, and then use this hiring authority to select a qualified applicant with a severe or targeted disability that is not the most qualified.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

Individuals may select consideration under one or more of the special disability hiring authorities listed during the application process, or the applicant may contact the CPAC and request noncompetitive selection consideration under some special hiring authorities. The CPAC staffing personnel review the applicants' qualifications for these hiring authorities, and if qualified, their special hiring categories are listed on the referral lists for the hiring manager to consider during the hiring process.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If yes, describe the type(s) of training and frequency. If no, describe the agency's plan to provide this training.

Yes	X	No		N/A	
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Training is provided at the Supervisory Development Course for individuals assuming a manager or supervisor position, and refresher training is provided every 3 years thereafter. Training is also provided during Staff Assistance Visits and during EEO refresher training at select Command locations every year.

B. Plan to Establish Contacts with Disability Employment Organizations

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

The Disability Program Manager works closely with the CPAC leadership to implement affirmative actions for individuals with disabilities, and answer questions about hiring authorities for individuals with disabilities.

C. Progression Towards Goals (Recruitment and Hiring)

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

a. New Hires for Permanent Workforce (PWD)	Yes		No	X
b. New Hires for Permanent Workforce (PTWD)	Yes		No	X

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD/PWTD among the new hires for any of the MCOs? If yes, describe the triggers below.

a. New Hires for MCO (PWD)	Yes	x	No	
b. New Hires for MCO (PTWD)	Yes	x	No	

In review of the applicant data for new hires Permanent (voluntary identification) it appears that for the majority of MCOs new hires that IWD and IWTD are being referred but are not being selected within the benchmark. Further analysis and assessment is required to determine if there are barriers for individuals with disabilities.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD/PWTD among the qualified internal applicants for any of the MCOs? If yes, describe the triggers below.

a. Qualified Applicants for MCO (PWD)	Yes		No	N/A
b. Qualified Applicants for MCO (PTWD)	Yes		No	N/A

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD/PWTD among employees promoted to any of the MCOs? If yes, describe the triggers below.

a. Promotions for MCO (PWD)	Yes	x	No	
b. Promotions for MCO (PTWD)	Yes	x	No	

In review of the data it appears for those positions in which IWD and IWTD who have identified their disability and have applied for an MCO are not being selected at the Qualified Internal Application benchmark, even though a majority, if not all are being referred. Further analysis and assessment is required to determine if there are barriers for individuals with disabilities.

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

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

A. Advancement Program Plan

Describe the Agency's plan to ensure PWD and PWTD have sufficient opportunities for advancement.

The Army Reserve will explore the feasibility of establishing an Individuals with Disabilities Working Group with interested stakeholders to develop a plan to maintain the federal goal of employing 2% of workforce with individuals with severe or targeted disabilities. Additionally, the Disability Program Manager will coordinate with the CPAC and CPMO to establish hiring Goals for use of Schedule A to hire individuals with targeted disabilities.

B. Career Development Opportunities

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

In addition to the career development opportunities that the Army provides, the Army Reserve has an Emerging Enterprise Leader (EEL) Development program. This program targets employees in GS-11, GS-12, and equivalent positions who have demonstrated the desire and potential to lead and assume positions of greater responsibility. The EEL program consists of self-development, mentoring, developmental assignments and team-based problem solving.

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

Career Development Opportunities	Total Participants (#)		PWD (%)		PWTD (%)	
	Applicants	Selectees	Applicants	Selectees	Applicants	Selectees
Internship Programs						
Detail Programs						
Fellowship Programs						
Mentoring Programs						
Coaching Programs						
Training Programs						

Applicant/Selectee data for these programs is not collected or available at the Army Reserve Component level.

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

a. Applicants (PWD)	Yes		No	N/A
b. Selections (PWD)	Yes		No	N/A

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

a. Applicants (PTWD)	Yes		No	N/A
b. Selections (PTWD)	Yes		No	N/A

Applicant/Selectee data for these programs is not collected or available at the Army Reserve Component level.

C. Awards

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

a. Awards, Bonuses, & Incentives (PWD)	Yes		No	X
b. Awards, Bonuses, & Incentives (PTWD)	Yes		No	X

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

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

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

a. Other Types of Recognition (PWD)	Yes		No		N/A	X
b. Other Types of Recognition (PTWD)	Yes		No		N/A	X

No other types of employee recognition data was collected in FY23.

D. Promotions

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

a. SES	i. Qualified Internal Applicants (PWD)	Yes		No	N/A
	ii. Internal Selections (PWD)	Yes		No	N/A
b. Grade GS-15	i. Qualified Internal Applicants (PWD)	Yes	X	No	
	ii. Internal Selections (PWD)	Yes	X	No	
c. Grade GS-14	i. Qualified Internal Applicants (PWD)	Yes	X	No	
	ii. Internal Selections (PWD)	Yes	X	No	
d. Grade GS-13	i. Qualified Internal Applicants (PWD)	Yes	X	No	
	ii. Internal Selections (PWD)	Yes	X	No	

The applicant and selection data for Senior grade positions was received from Army and indicates there are triggers in the applications and selections of PWDs in the senior graded positions; however, further analysis and assessment is required to determine if there are barriers for individuals with disabilities or if it is rather an issue of individuals not reporting their disability status during the application and selection process.

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

a. SES	i. Qualified Internal Applicants (PWTD)	Yes		No	N/A
	ii. Internal Selections (PWTD)	Yes		No	N/A
b. Grade GS-15	i. Qualified Internal Applicants (PWTD)	Yes	X	No	
	ii. Internal Selections (PWTD)	Yes	X	No	
c. Grade GS-14	i. Qualified Internal Applicants (PWTD)	Yes	X	No	
	ii. Internal Selections (PWTD)	Yes	X	No	
d. Grade GS-13	i. Qualified Internal Applicants (PWTD)	Yes		No	X
	ii. Internal Selections (PWTD)	Yes	X	No	

The applicant and selection data for Senior grade positions was received from Army and indicates there are triggers in the applications and selections of PWTDs in the senior graded positions; however, further analysis and assessment is required to determine if there are barriers for individuals with disabilities or if it is rather an issue of individuals not reporting their disability status during the application and selection process.

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

a. New Hires to SES (PWD)	Yes		No	N/A
b. New Hires to GS-15 (PWD)	Yes		No	N/A
c. New Hires to GS-14 (PWD)	Yes	x	No	
d. New Hires to GS-13 (PWD)	Yes	x	No	

The applicant and selection data for new hires for Senior grade was received from Army and indicates there are triggers in the selections of PWDs in the GS-13 and GS-14 grades. There was no data for GS15 or SES; however, further analysis and assessment is required to determine if there are barriers for individuals with disabilities or if it is rather an issue of individuals not reporting their disability status during the application and selection process.

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

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

The applicant and selection data for new hires for Senior grade was received from Army and indicates there are triggers in the selections of PWTDs in the GS-13 and GS-14 grades. There was no data for GS15 or SES; however, further analysis and assessment is required to determine if there are barriers for individuals with disabilities or if it is rather an issue of individuals not reporting their disability status during the application and selection process.

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

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

The applicant and selection data for Senior grade positions was received from Army and indicates there are triggers in the applications and selections of PWDs in the senior graded positions; however, further analysis and assessment is required to determine if there are barriers for individuals with disabilities or if it is rather an issue of individuals not reporting their disability status during the application and selection process.

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

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

The applicant and selection data for Senior grade positions was received from Army and indicates there are triggers in the applications and selections of PWTDs in the senior graded positions; however, further analysis and assessment is required to determine if there are barriers for individuals with disabilities or if it is rather an issue of individuals not reporting their disability status during the application and selection process.

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

a. New Hires for Executives (PWD)	Yes		No	N/A
b. New Hires for Managers (PWD)	Yes	X	No	
c. New Hires for Supervisors (PWD)	Yes		No	x

Review of the data shows that new hires for managers has a trigger using the qualified applicant pool percentage as the benchmark, managers were not hired within this percentage; however, further analysis and assessment is required to determine if there are barriers for individuals with disabilities or if it is rather an issue of individuals not reporting their disability status during the application and selection process.

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

a. New Hires for Executives (PWTD)	Yes		No	N/A
b. New Hires for Managers (PWTD)	Yes	x	No	
c. New Hires for Supervisors (PWTD)	Yes	x	No	

Review of the data shows that there is a trigger for hiring PWTD in the supervisory category; however, further analysis and assessment is required to determine if there are barriers for individuals with disabilities or if it is rather an issue of individuals not reporting their disability status during the application and selection process.

Section V: Plan to Improve Retention of Individuals with Disabilities

To be a model employer for Individuals with Disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure

accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. Voluntary and Involuntary Separations

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

Yes		No	X
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2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If yes, describe trigger below.

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

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

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

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

N/A – No trigger exists involving the separation of PWDs or PWTDs.

B. Accessibility of Technology and Facilities

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

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

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

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

<https://www.usar.army.mil/EEO/> (Army Reserve EEO Website needs to be updated.)

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

The Army Reserve Disability Program Manager will attempt to solicit information on the accessibility of buildings owned or controlled by the Army Reserve to assess and determine if any deficiencies exist, and what actions are currently in-place to remedy any known deficiencies. The EEO Office had

previously been in coordination with appropriate personnel to create an OPORD requiring new inspections of all existing buildings to determine accessibility; however, due to other priorities, has not been able to bring this objective to fruition. Future efforts to create an OPORD will need to be initiated.

C. Reasonable Accommodation Program

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

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

The Decision Maker has 30 business days from the date the employee requests an accommodation barring any pauses in the process for medical or other instances beyond one's control. The average days to approve an RA request in the Army Reserve was 19.

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

The Army Reserve EEO Office provides training and information to the workforce on reasonable accommodation procedures and established laws. When a reasonable accommodation request is submitted the DPM is constantly engaged with all key members to ensure timely processing and tracking of the reasonable accommodation request. Quarterly reports on reasonable accommodations are also provided to HQ Army Reserve and Commands to ensure accountability.

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

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

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

Although the Army Reserve EEO Office provides training and information to the workforce on personal assistance services there has never been a request.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint Data Involving Harassment

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average of 14.03 percent?

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

Yes	X	No		N/A	
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3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

There were no findings of discrimination in the Army Reserve in FY23.

B. EEO Complaint Data Involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide an RA, as compared to the government-wide average of 14.03 percent?

Yes	X	No		N/A	
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2. During the last fiscal year, did any complaints alleging failure to provide RA in a finding of discrimination or a settlement agreement?

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

There were no findings of discrimination in the Army Reserve in FY23.

Section VII: Identification and Removal of Barriers

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

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

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

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

MD-715 PART J	Affirmative Action Plan for Individuals with Disabilities
Triggers	Funding / additional EEO personnel
Source of Trigger	Army Reserve EEO Office does not have the manpower to achieve all of the objectives established for the disability program.
EEO Group(s) Affected	PWD and/or PWTD
EEO Sources Reviewed	AR 690-12, Appendix C, Procedures for providing reasonable accommodation for individuals with disabilities
Status of Barrier Analysis Process	Pending
Objective(s) for the EEO Plan	Explore options for obtaining additional EEO position(s) and resources.
Plan to Address Barriers/Triggers Identified	

Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)		
DPM, Mr. Derrick Caulkins		Yes		
EEO Director, Ms. Heather Barrett		Yes		
Selection Officials, CPMO, CPAC, EEO		N/A		
Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
06/30/2024	Explore options for obtaining additional EEO position(s) and resources.	No		
6/30/2024	Seek approval of required EEO positions.	No		
Fiscal Year	Accomplishments			

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

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

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

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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 an 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: 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 Individuals 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 the EEOC with specific questions about what category might be appropriate for their particular occupations.

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.

National Civilian Labor Force: The labor force includes all non-institutionalized civilians age 16 and over who are either employed or unemployed.

Onsite Program Review: Visit by EEOC representatives to an agency to evaluate the agency's compliance with the terms of this Directive and/or to provide technical assistance.

Reasonable Accommodation: Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition, see 29 C.F.R. § 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).

Relevant Labor Force: The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.

Section 501 Program: The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.

Section 717 Program: The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

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 disabilities.

Targeted Disabilities: Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are listed on OPM SF 256 https://www.opm.gov/forms/pdf_fill/sf256.pdf

Technical Assistance: Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.

Trigger: A trigger does not by itself demonstrate a barrier to equal opportunity; it indicates an area to be monitored or further analyzed.

Under representation: Result of conditions in which the representation of EEO groups is lower than expected.

APPENDIX B: THE NINE JOB CATEGORY TITLES

Officials and Manager — Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1) **Executive/Senior-Level** (2) **Mid-Level** (3) **First-Level** and (4) **Other**. When an employee is classified as a supervisor or manager, that employee should be placed in the *Officials and Managers* category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the First-Level sub-category of Officials and Managers, those at the GS-13 or 14 should be in the **Mid-Level** sub-category, and those at GS-15 or in the SES should be in the **Executive/Senior-Level** sub-category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in these three sub-categories. The fourth sub-category, called "**Other**" contains employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities. For example, Administrative Officers (OPM Code 0341) are appropriately placed in the "**Other**" sub-category.

Professionals — Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors, and kindred workers.

Technicians — Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post- high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.

Sales — Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and salesclerks, grocery clerks, and cashiers/checkers, and kindred workers.

Administrative Support Workers — Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.

Craft Workers (skilled) — Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work.

Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

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 nurse's aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, doorkeepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.

APPENDIX C: FY21 MISSION CRITICAL OCCUPATIONS

Functional Community	Series	Title	Functional Community	Series	Title
Administrative Support	0341*	Administrative Officer	Law Enforcement	1811	Criminal Investigating
Contracting	1102	Contracting	Logistics	0346	Logistics Management
Cyber	0391	Telecommunications	Logistics	1152*	Production Control
Cyber	1550	Computer Science	Logistics	1670	Equipment Services
Cyber	2210	IT Management	Logistics	2010*	Inventory Management
Education	1701*	General Education & Training	Logistics	2101*	Transportation Specialist
Education	1702*	Education & Training Technician	Logistics	2130	Traffic Management
Education	1710*	Education & Vocational Training	Medical	0180	Psychologist
Education	1712*	Training Instruction	Medical	0185	Licensed Clinical Social Worker
Financial Management	0501	Financial Administration & Program	Medical	0602	Physician
Financial Management	0510	Accounting	Medical	0610	Nurse
Financial Management	0511	Auditing	Medical	0620	Licensed Practical Nurse
Financial Management	0560	Budget Analysis	Medical	0633	Physical Therapist
Foreign Affairs	0130	Foreign Affairs	Medical	0660	Pharmacist
Foreign Affairs	0131	International Relations	Medical	0680*	Dentist
Foreign Affairs	1040*	Language Specialist	Medical	0603	Physician Assistant
Human Resources	0201 (CIV)	Human Resource Management	Public Affairs	1035	Public Affairs
Human Resources	0260*	Equal Employment Opportunity	Quality Assurance	1910	Quality Assurance
Intelligence	0132	Intelligence	Security	0080	Security Administration
Law Enforcement	0083	Police			

Sources: DCPAS Message 2020069, dated June 30, 2020
Mission Critical Occupation Determination and Revalidation Guide

APPENDIX D: DATABASE NOTES

The data for this report reflects the organization as of September 30, 2023. The HR database of record, the Defense Civilian Personnel Data System (DCPDS), was used to obtain the data via BOBI. It is recognized that the HR database contains anomalies that affect data reporting. The variance didn't appear severe enough to affect the calculations.

The Army utilizes the EEO MD-715 reporter to translate the BOBI datasets into tables that displays the workforce demographics distribution, occupational categories, senior pay & general schedule (GS), salary, and disability. NOTE: The EEO MD-715 reporter is currently being moved into a new operating environment and later improved to meet the needs of the Army organizations.

Applicant pool dataset was retrieved from two resources for FY23 for the first time for the Army. These resources are OPM and DoD enterprise-wide domains for analytics and allows the Army to leverage self-service applications for civilian data.

USA Staffing: Serves as a hiring data warehouse on a Cognos Platform from which the Army can analyze applicant flow data via servicing Civilian Personnel Advisory Centers (CPAC) through the enterprise.

Direct reporting of applicant data to the Office of Federal Operations (OFORResearch@eeoc.gov) was required for FY23. This collection differs from the MD-715 reporting but was designed to reduce the administrative burden on organizations. The Office of Personnel Management (OPM/USA Staffing) and Monster Government solutions (MGS) have partnered to streamline the "Annual Report on Agency Applicant Flow (ARAAF) to the EEOC.

The Army Talent Acquisition System (TAS) provider opted-in to provide the data directly to the EEOC with no additional action.

Additionally, Advana collects USA Staffing Applicant Flow Data detail report aligning the Army portfolio using the People Analytics product as part of the enterprise analytics portfolio. FY23 was the first time USA Staffing and Advana were used to report hiring data and to begin the process of understanding some of the insights of how the Army promotes diversity across the enterprise.

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.

Because the HR data system has not been retooled to meet MD-715 requirements and OPM has not issued an authorization for the retooling, many data points in the accompanying data tables will not consistently sum to the total Army workforce. This is especially true in the calculations for PWDs. 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.