



EEO Program Status Report

FY 2015

DEPARTMENT OF

THE NAVY

Department of Navy
EEO Program Status Report
FY 2015
PARTS A—D



For period covering October 1, 2014 to September 30, 2015

PART A Department or Agency Identifying Information	1. Agency		Department of Defense	
	1.a. 2nd level reporting component		Department of the Navy	
	1.b. 3rd level reporting component			
	2. Address		Room 4E598, The Pentagon	
	3. City, State, Zip Code		Washington, DC 20350-1000	
	4. CPDF Code	5. FIPS Code(s)	4. NV	5. 95-2
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			199,359
	2. Enter total number of temporary employees			3,883
	3. Enter total number employees paid from non-appropriated funds			43,255
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			246,497
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		The Honorable Ray Mabus, Secretary of the Navy	
	2. Agency EEO Director		The Honorable Juan M. Garcia, Assistant Secretary of the Navy (Manpower and Reserve Affairs) *As of January 2016, The Honorable Franklin R. Parker serves as the Assistant Secretary of the Navy (Manpower and Reserve Affairs)	
	3. Principal EEO Director/Official Official Title/series/grade		Laura Lawson, Director, Office of Equal Employment Opportunity (OEEO), GS-0260-15 *As of December 2015, Celina Kline serves as the Director of the OEEO	
	4. Title VII Affirmative EEO Program Official		Nancy Danganan, Affirmative Employment Program Manager	
	5. Section 501 Affirmative Action Program Official		Celina Kline, People with Disabilities Program Manager	
	6. Complaints Program Manager		Judy Caniban, Complaints Program Manager	
	7. Other Responsible EEO Staff		Sherry Baker, Compliance Manager Marco Bagnas, Special Emphasis Program Manager Lindsay Holt, Data Analyst	
			Command Deputy EEO Officers and Deputy EEO Officers, as well as the Office of Civilian Human Resources Division Directors and Human Resources Program Managers with respect to their program responsibilities.	

EEOC FORM 715-01 PART A - D	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
PART D List of Subordinate Components Covered in this Report	Subordinate Component and Location (City/State)	CPDF and FIPS Code	
	Office of the Chief Naval Operations Washington, DC	NV11	95-2
	Department of the Navy Assistant for Administration Washington, DC	NV12	95-2
	Office of Naval Research Arlington, VA	NV14	95-2
	Naval Intelligence Agency Washington, DC	NV15	95-2
	Bureau of Medicine and Surgery Falls Church, VA	NV18	95-2
	Naval Air Systems Command Patuxent River, MD	NV19	95-2
	Bureau of Naval Personnel Millington, TN	NV22	95-2
	Manpower, Personnel, Training, and Education Arlington, VA	NV22	95-2
	Naval Supply Systems Command Mechanicsburg, PA	NV23	95-2
	Naval Sea Systems Command Washington, DC	NV24	95-2
	Naval Facilities Engineering Command Washington, DC	NV25	95-2
	United States Marine Corp Quantico, VA	NV27	95-2
	Strategic Systems Programs Washington, DC	NV30	95-2
	Military Sealift Command Norfolk, VA	NV33	95-2
	Space and Naval Warfare Systems Command San Diego, CA	NV39	95-2
	Commander, Navy Installations Command Washington, DC	NV52	95-2
	Commander, Fleet Cyber Command Fort Meade, MD	NV55	95-2

EEOC FORM 715-01 PART A - D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
	Commander, U.S. Fleet Forces Command Norfolk, VA	NV60	95-2
	Commander, U.S. Pacific Fleet Honolulu, HI	NV70	95-2
	Navy Reserve Forces Norfolk, VA	NV72	95-2
	Naval Special Warfare Command San Diego, CA	NV74	95-2
	Naval Education and Training Command Pensacola, FL	NV76	95-2

EEOC FORMS and Documents Included With This Report:

*Executive Summary [FORM 715-01 PART E], that includes:	X	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	X
Brief paragraph describing the agency's mission and mission-related functions	X	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement	X
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	X	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	X
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	X	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	X
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	X
Summary of EEO Plan action items implemented or accomplished	X	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues <i>(Note: A certified copy of the DON's 462 report was electronically forwarded to and acknowledged received by EEOC in November 4, 2015. Per EEOC 462 Team, there is no need to attach a copy of DON's 462 report to the FY 2015 annual EEO program status report.)</i>	NA
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	NA
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	*Organizational Chart	X

Department of Navy
EEO Program Status Report
FY 2015
PART E
EXECUTIVE SUMMARY



<p>EEOC FORM 715-01 PART E</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>	
<p>Department of the Navy</p>	<p>For period covering October 1, 2014, to September 30, 2015</p>	
<p align="center">EXECUTIVE SUMMARY</p>		
<p>DON EXECUTIVE SUMMARY</p>		
<p><u>Essential Element A: Demonstrated Commitment</u></p>		
<p>Strengths:</p>		
<ul style="list-style-type: none"> • Secretary of the Navy (SECNAV) signed and distributed DON EEO Policy memo affirming commitment to EEO and holding DON leaders, managers and supervisors accountable to integrate EEO into all employment decisions. FY 2016 memo is in draft. • Senior leadership supported four (4) days of EEO practitioner training by personal participation and funding • Funding for continued development of the EEO App, a data tool for EEO practitioners • Resources dedicated to fund the drafting of three Secretary of the Navy (SECNAV) Instructions. Draft SECNAVs include EEO Program, Anti-Harassment and Nathaniel Stinson EEO Award • Support of hiring Individuals with Disabilities (IWD) and use of Schedule A (u) viewed as priorities for Operation Hiring Solutions • Two permanent billets and offer of permanent employment to a Workforce Recruitment Program (WRP) intern approved. • Deputy Secretary of the Navy (Civilian Human Resources) (DASN (CHR)) directed command accountability for timely processing of complaints; and secured resources for ensuring timely Final Agency Decision (FAD) issuance. • IWD Champions appointed at all commands; DON IWD Senior Executive Champion led quarterly meetings with Command IWD Champions 		
<p>Challenges:</p>		
<ul style="list-style-type: none"> • Management of FADs and Final Orders (FOs) requires long-term decision • SECNAV Instructions vetted; anticipate changes to command EEO structures may slow EEO SECNAV 		
<p><u>Essential Element B: Integration of EEO into the Agency's Strategic Mission</u></p>		
<p>Strengths:</p>		
<ul style="list-style-type: none"> • Assessments of command EEO programs completed in FY 2015 as developmental measures for Command Deputy EEO Officers (CDEEOOs) with briefs to EEO Officers (EEOOs) for accountability • Collaboration on projects of importance to DON Office of EEO (OEEO) and Office of Civilian Human Resources (OCHR) divisions • Total Force collaboration with Military Equal Opportunity (MEO) on results of and responses to climate surveys • Disability hiring reports and disability talking points disseminated to commands and leadership 		
<p>Challenges:</p>		
<ul style="list-style-type: none"> • Continued analysis of DEOMI Organizational Climate Survey (DEOCS) responses on 		

harassment and discrimination.

- Completion of FY 2015 Part H Plan on employment policies, practices and procedures
- Continued collaboration with OCHR to refine requirements and eliminate duplication of effort for MD-715, Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veterans Affirmative Action Program (DVAAP)

Essential Element C: Management and Program Accountability

Strengths:

- Continued development of EEO App reports to gain greater understanding of the workforce
- Operation Hiring Solutions visits to commands and operation centers used for discussions on EEO program and EEO App
- Command assessment process revealed strengths and weaknesses of command programs not recognized by DON OEEO. Discussions occurred with command senior leadership
- OEEO Complaints and Adjudication quarterly complaints scorecards issued
- Hewlett-Packard held to 30-day time limit for certifying/testing assistive technology
- Closed out four (4) disability complaints (Section 504 and ABA)
- DON-wide training sessions, complaints working group and one-on-one meetings with commands on complaints to ensure timely processing and mitigation of liability

Challenges:

- Realignment of command EEO programs for compliance with MD-110
- Rebuilding the pipeline for the DON 0260 series
- Continued education and development of managers on managing a diverse workforce
- EEO servicing structure at Joint Bases

Essential Element D: Proactive Prevention of Unlawful Discrimination

Strengths:

- FY 2015 Annual EEO Practitioner training developed and deployed based on needs assessment. Funding committed for FY 2016 training
- Updated information on LGBT complaints under Title VII developed for commands to deploy to supervisors and managers
- Applicant Flow Data (AFD) analyzed by all commands; relationship with OPM's AFD staff increased DON OEEO's proficiency and guidance
- Special Emphasis Program Manager (SEPM) hired to re-energize DON program
- Seven(7) topical Working Groups stood up to provide training, networking and best practices
- EEO (0260) Community Competency Model further developed through contracted organizational psychologist.
- DON OEEO participation in DoD RAND studies on Hispanics and Individuals with Disabilities (IWD) to better understand DON Hispanic and IWD in workforce

Challenges:

- Training for advanced barrier and data analysis skills
- Continuing to eliminate identified attitudinal barriers to self-coding disabilities

Essential Element E: Efficiency

Strengths:

- 85% of investigations completed timely: highest percentage in five (5) years
- Reasonable Accommodation (RA) tracking system's final package submitted to Office of

Management Budget (OMB)

Challenges:

- Timely pre-complaint counseling increased from 88% to 91% but continuing to work toward 100%
- Marketing and education on Alternative Dispute Resolution (ADR) necessary to fully achieve spirit of MD-110 guidance
- Enterprise-wide electronic RA tracking system anticipated in FY 2016

Essential Element F: Responsiveness and Compliance

Strengths:

- FY 2015 462 and MD-715 reports submitted timely
- Timely compliance with all case file requirement for cases pending hearings/appeals
- Commands responsive to DON and DoD requests for data and reports

Workforce Analysis

- FY 2015 workforce of 246,497, positive net change of 2.8%
- Areas of low participation: Hispanic Males (HM), Hispanic Females (HF), White Females(WF), Individuals with Targeted Disabilities (IWTD)
- IWTD below the 2% workforce goal; participated at 0.62% of workforce

Department of Navy Part E Summary

The Mission of the Department of the Navy

The mission of the Department of the Navy (DON) is to maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas. The DON has three principle components: the Navy Department, consisting of executive offices predominantly located in metropolitan Washington, DC; the operating forces including the Marine Corps, the reserve components and, in time of war, the U.S. Coast Guard (which in time of peace is a component of the Department of Homeland Security); and the shore establishment.

Structure

The DON has a civilian workforce of 246,497, comprised of Appropriated Fund (AF) employees who are funded through federal budget allocations as well as Non-appropriated Fund (NAF) employees who are compensated through generated revenue. The DON's civilians are distributed through 22 major commands that are each uniquely structured in order to carry out their specific part of the DON's mission. Because of this, each command varies in the size of the civilian population and in its most populous major occupational series. While the DON Office of EEO (OEEO) has a recommended command structure for its EEO Offices, there is wide variation in structures that are dependent on the needs of the organization. A copy of the structure is provided as an attachment to Part E.

Introduction/Background

Fiscal Year (FY) 2015 was a year of rebuilding for the Department of Navy (DON). It was a year when the Office of Civilian Human Resources (OCHR) and the Office of Equal Employment Opportunity (OEEO) were called on to collaborate, integrate and align at higher levels than in the past. The DON moved beyond the hard hiring freeze, travel and training restrictions and furloughs

but as with all federal agencies, budgetary restrictions continued. The restrictions presented challenges for the DON OEEEO, but these were not insurmountable because DON leadership has demonstrated an active investment in equality of employment opportunity and the EEO program.

Because FY 2014 was the first full year that the DON Commands owned their own EEO Offices following the FY13 transition to a new service delivery model for human resources (HR) and EEO, there continued to be a need for significant training for EEO practitioners operating in the 22 major commands in FY 2015. In addition to training practitioners who had been in their positions for 12-18 months, the end of calendar year 2015 marked the turnover of all of the Command Deputy EEO Officer (CDEEEO) positions that manage EEO programs in the major commands since the HR service delivery transition in April of 2013. Many of the recent and anticipated losses of CDEEEOs are due to retirements. This creates significant gaps in the knowledge and experience that seasoned professionals provide to the DON EEO program and for mentoring new, less experienced DON EEO program managers. Similar to the loss of CDEEEOs, the DON has seen the loss of a number of the Echelon 2 and 3 Deputy EEO Officers (DEEEOs). Training and building a pipeline for EEO professionals was important in FY 2015 and will continue to be for the next several years.

The most significant projects undertaken by OEEEO in FY 2015 were the Disability Campaign that aligned with OCHR's Operation Hiring Solutions, the in-depth EEO program assessments provided to the major commands, foundational work on a new special emphasis program and the quarterly complaints scorecards used for accountability in meeting the complaints timeframes. All four of these initiatives will be described in greater detail within the Six Essential Elements of a Model EEO Program.

Summary of Self- Assessment Against the EEO Model Essential Elements

The DON remains committed to maintaining effective equal employment opportunity through its affirmative employment program that is based on Section 717 of Title VII (Part A) of the Civil Rights Act of 1964 and Section 501 of the Rehabilitation Act of 1973 (Part B). This commitment is found at all levels of the organization and throughout the component activities of the DON as evidenced through the work that is documented in the annual EEO Program Assessments of the 22 major commands. The work of those commands is threaded throughout this document.

ESSENTIAL ELEMENT A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

Strengths - Demonstrated Commitment from Agency Leadership:

- The Secretary of the Navy's support for equality of employment opportunity was actualized through an EEO Policy Statement prepared in FY 2014, signed and distributed early in FY 2015 (dated November 5, 2014). The statement clearly explains the Secretary of the Navy's commitment to EEO and his expectation that leaders, managers and supervisors be accountable for keeping the workplace free of discrimination and retaliation. His expectation is to achieve more than compliance and tolerance, stating, "It is incumbent upon every employee to ensure the DON maintains an organizational culture that promotes the full realization of equality of opportunity; one that truly reflects the DON Core Values: Honor, Courage, and Commitment." The DON's FY 2016 memo was in the review chain for signature prior to the end of FY 2015.
- The DON EEO Program Director briefed The Honorable Mr. Juan Garcia, the Assistant Secretary of the Navy, Manpower and Reserve Affairs (ASN (M&RA)) and EEO Director, on the FY 2014 Annual Assessment of the DON EEO Program. Additional briefings in FY 2015 included information on Individuals with Disabilities Program Champions, Wounded Warriors and Complaints.
- In support of the structural and personnel changes that occurred in EEO in FY 2013 and FY 2014, the ASN (M&RA), the Deputy Assistant Secretary of the Navy, Civilian Human Resources (DASN (CHR)) and the DON Director, Civilian Human Resources (OCHR), committed to continue investing in the sustainment training and development of EEO specialists who were reassigned to positions that require the full scope of EEO rather than only counseling complaints. The funding and support was established for a week of training to take place early in FY 2015 (October 20-24). In addition to funding, the ASN (M&RA) welcomed participants via SKYPE, the DASN (CHR) provided a letter to be read to participants due to a prior commitment, and the Director, OCHR welcomed participants in person and participated in the sessions on the first day. Prior to the training, the Director, OCHR supported the development of a training needs assessment survey that was conducted in collaboration with the DON's Civilian Workforce Development Division (CWDD), which resulted in the development of three training tracks based on position responsibilities – Command Deputy EEO Officers (major commands), Deputy EEO Officers (component activities) and EEO Specialists/Technicians. A total of 32 courses were identified with learning goals developed for each. The training days were thematically organized around one of the DON OEEEO programs – Complaints and Adjudication, Disabilities, Affirmative Employment and Special Emphasis. Additionally, each day began with a plenary session on that day's theme and ended with a relevant hands-on practicum experience.

There were 147 participants who completed “Creative Solutions for EEO Professionals” with HR interns representing 28 of those persons. The interns also received a half-day session titled “EEO for HR Professionals,” to ensure the DON’s new HR professionals have a strong EEO foundation and understand EEO’s relationship to HR. Throughout the week of training, the concepts of collaboration, integration and alignment were foundational messages from leadership and plenary speakers. Formal and informal feedback on the training was extremely positive with criticisms directed at unforeseen logistical problems on-site at Southbridge, MA. Lessons learned were compiled for the FY 2016 training and senior leadership committed to continuing this type of training.

- In FY 2014, DON senior leadership supported the development of the EEO App as a tool where the A & B Workforce Tables could be generated at the push of a button for the commands. In FY 2015, the DASN (CHR) and Director OCHR continued support for the ongoing development of the EEO App. In addition to the A & B Tables that were in place by the close of FY 2014, there are now 10 standard reports with disability data and 9 standard reports with ethnicity/race indicators and gender (ERIG). The reports include Accessions, Separations, Alpha List, Employee Position and Telework, Temp and Term Employees, Awards, Education, Retirement Eligibility, RIF and Schedule A (u) conversions. The data in these reports permits deep dives into the workforce through the use of pivot tables. The support of leadership for the development of EEO tools to analyze data remains strong for FY 2016 when it is anticipated that a “cube” will be completed, permitting users to drill down into command specific demographics.
- In FY 2014, DON leadership dedicated additional resources to EEO for the drafting of three Secretary of the Navy (SECNAV) Instructions. This support was continued in FY 2015 as a re-employed annuitant was hired to work with the DON EEO Program Director in developing the EEO instruction, the Anti-Harassment instruction and the Nathaniel Stinson EEO award instruction. The provision of the resource to develop the instructions is a clearly demonstrated commitment from leadership, although all three instructions remain in draft at the end of FY 2015.
- In the Department of the Navy (DON), the obligation to ensure equal employment opportunity (EEO) falls primarily on the more than 25,000 leaders, managers, and supervisors who make the employment decisions that impact the DON workforce of more than 246,000 appropriated and non-appropriated fund employees. The DON OEEEO provides the essential support, in compliance with applicable laws and regulations, to ensure a discrimination-free work environment. This program support is provided by EEO professionals at all levels of the organization with varying degrees of responsibility.
 - Department of Navy Level. The DON OEEEO is the authoritative source for the DON EEO Program and directs the manner in which the program is executed DON-wide in accordance with applicable law, regulations, instructions, directives and rules. This authority applies to the execution of affirmative employment program initiatives, the processing of discrimination complaints and processing requests for reasonable accommodation. Evaluation of the program DON-wide is conducted annually. Command assessments detail progress and gaps of major command programs.
 - Major Command Level. The Major Command EEO Office is the EEO authority for the command, responsible for ensuring that DON EEO policies and procedures are implemented command-wide. This office works directly with command leadership and subordinate commands/activities in both program

execution and program evaluation. Command status reports and other required data reports are submitted to the DON Office of EEO Programs.

- Subordinate Command/Activity Level. As a component of a Major Command EEO Program, the Activity EEO Office is the EEO authority for the activity, responsible for ensuring implementation of DON and major command policies and for carrying out effective programs to ensure equal opportunity including advice to managers and supervisors, barrier analysis, and the processing of discrimination complaints and requests for reasonable accommodation.

The current draft EEO Program SECNAV instruction capitalizes on this organizational approach, defining roles, responsibilities and program components to ensure quality and consistency department-wide. The EEO Program SECNAV delivers detailed programmatic roles and responsibilities, as well as required program components and processing guides in a single document. Once signed, this will allow easy access to critical program guidance in one place, thereby aiding with quick instruction and continuity of operations despite future reorganizations and the inevitable turnover in key positions.

The initial intent of the new Anti-harassment SECNAV was to provide an overarching structure to the existing major command anti-harassment programs in order to ensure consistency in execution. As the instruction was being developed, the writer identified the need for consistency in procedures within and between the Human Resources Office, the Office of General Counsel, the Inspector General and the EEO Office. Ideally there would also be a single system for tracking all allegations so that senior leaders at all levels could gain greater insight into discrete situations and/or broad problem areas. While both instructions are in draft form, the finalization of each will be dependent on outside factors. In FY 2016, it is anticipated that EEO will move out from under HR, resulting in changes to the EEO instruction. For the Anti-harassment SECNAV to complete the review process, additional collaborative meetings must be held to meet the needs of all stakeholders. Once the instructions are finalized, they will be forwarded to EEOC.

- One of the major initiatives for OCHR in FY 2015 was Operation Hiring Solutions (OHS). This initiative was undertaken in response to the DON's requirements for increased civilian talent in support of the warfighter. The need for additional talent occurred after two years with limited hiring due to a hiring freeze, continued budget concerns and the loss of critical talent through attrition. In FY 2015, efforts were made to overcome skills gaps within the DON and more than 22,000 hires were made. OHS supported equality of employment opportunity through policy memorandums, a guide to using the OPM Bender List, fact sheets and active encouragement of the use of Schedule A (u) and other non-competitive hiring authorities. As part of OHS, the OCHR team including the Director met with every command's director of civilian human resources (DCHR) and the DCHR's team inclusive of CDEEOOs. In-person meetings were also held with the HR staff at each of the Operations Centers that process DON personnel actions. Additionally, the use of Schedule A (u) hiring was briefed at the monthly Senior Advisory Board Meeting.
- Senior leaders also supported the EEO program through approval to fill two permanent billets and an offer of permanent employment to a Work Force Recruitment (WRP) summer intern in OEEEO. The need to build a pipeline for EEO practitioners has become an obvious need. As a partial remedy for this at the headquarters level, DON OEEEO was permitted to recruit for two GS-13 positions. In the midst of this process,

there was a change in direction. One of the two positions was filled and the other will be filled in FY 2016 with an intern from the HR intern program. In addition to these two billets, the DON OEEEO used a sweep-up WRP billet to hire a summer WRP intern. The intern was such a good fit for the DON OEEEO that the Director, OCHR provided access to a billet so she could be hired permanently. The WRP intern chose not to accept this offer because she plans to attend law school after completion of her undergraduate degree.

- During FY 2015, the DON completed transition of the private portal and the public website. There was strong senior leader support to ensure that both tools were developed and deployed in compliance with Section 508 of the Rehabilitation Act of 1973.
- The FY 2013 Annual EEO Assessment Report detailed changes in HR Service Delivery that were the result of senior leadership commitment to EEO and HR. The FY 2014 report provided data on the first year that commands were responsible for managing their own complaints processing. While this has been an evolving process of getting the right resources in place, senior leaders at all levels of the DON continued to demonstrate their commitment to providing the DON workforce and applicants for employment a complaints process that is not only fair and effective but efficient and timely.
 - Timely Investigations: The Deputy Assistant Secretary of the Navy (Civilian Human Resources) (DASN (CHR)) remains committed to ensuring timely investigations across the DON. To raise the DON's compliance and mitigate damages and sanctions, the DASN (CHR) authorized commands to continue to use contract investigators and reemployed annuitants to conduct investigations. The DASN (CHR) made it clear that delay outside the DON's control does not absolve the commands from their responsibility to ensure complaints are processed in a timely manner and required them to do everything possible to ensure complaints are carefully monitored and timely processed. Where feasible senior leaders should explore the possibility of settlement agreements. At the command and subordinate activity levels, senior leadership hold their EEO office accountable for timely processing and ensure EEO, HR and OGC collaborate on resolving processing issues. This action on the part of the DASN(CHR) was responsible for Command Senior Leadership's immediate focus on ensuring EEO, HR and OGC worked together to resolve any delays in processing complaints.
 - Timely Issuance of Final Agency Decisions (FAD): DON leadership committed resources to assure timely issuance of final agency decisions. Continuing from FY 2013 into FY 2015 was the focus on timely issuance of Final Agency Decisions (FAD). As previously reported, the DON lost two FAD Analysts in FY 2015. Because of the DON leadership's commitment, the DON was able to secure resources to resolve the significant backlog and work on ensuring current FADs are timely. Recognizing the critical nature of their work, the DON approved a contract to expedite completion of overdue cases. With these resources in place, the DON is confident that timeliness in this area will significantly improve in the year ahead.
- In FY 2015, the ASN (M&RA), who is the DON EEO Director, appointed a DON IWD Champion who is a member of the Senior Executive Service (SES). This IWD SES Champion is responsible for aligning the efforts of the major command IWD champions

to identify and eradicate barriers and promote the hiring of IWDs/IWTDs. In FY 2014, 12 of the DON's major commands, representing 81.87% of the DON population, had designated a disability champion and nine commands had also established designated disability teams to assist with their command's disability program. In FY 2015, all major commands had a designated senior level disability champion and/or disability team to assist in removing barriers. In FY 2015, quarterly meetings were held with all of the DON IWD champions to ensure alignment of efforts across the DON.

Challenges - Demonstrated Commitment from Agency Leadership:

- Final Agency Decisions (FAD) and Final Orders (FO) remain a challenge. As was discussed previously, the loss of two FAD writers impacted the processing of FADs and FOs. The DON leadership supported the timely issuance of FADs and FOs through the USPS contract in FY 2014 and FY 2015 due to unique circumstances, but a long-term decision on how to manage these concerns in the future must be determined.
- Although the support of leadership enabled the development of the SECNAV instructions in FY 2014 and FY 2015, they were not signed out in FY 2015. At the end of FY 2015, the draft SECNAV instruction on EEO had been vetted but anticipated changes in the structure of EEO will slow this process further. With commitment from all parties, it is anticipated that both the EEO SECNAV Instruction and the Ant-Harassment SECNAV instructions will be deployed in FY 2016. Final drafts will be shared with EEOC for review and comment.

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

A copy of the DON Organizational chart and a brief description of responsibilities can be found in the Part E attachment labeled Organizational Chart. The DON Office of EEO (OEEO) is located adjacent to OCHR, which creates natural opportunities for the integration of EEO into the regular work of HR including data analytics, barrier analysis, workforce and executive development, recruitment, etc. Being located near OCHR leadership assists in heightening awareness about discrimination. The mantra of EEO in FY 2015 has been CIA – Collaboration, Integration and Alignment. These three concepts for success were stressed to all CDEEOOs in monthly meetings, at the annual EEO training for practitioners and woven into briefings and presentations given throughout the year. OEEO visibly demonstrated the value and impact of these as a division that sits with HR at the highest civilian level of the DON.

Strengths - Integration of EEO into the Agency's Strategic Mission:

- The best example of Element B in FY 2015 was the assessment of Command EEO programs. The DON OEEO met with every Equal Employment Opportunity Officer (EEOO) at the major commands for an assessment brief of the command's EEO program. This was in lieu of providing scorecards. The EEOOs are two, three and four-star admirals who are the Commanders for major commands, so this was a key accomplishment that clearly demonstrated the value that the Commanders hold for their roles as EEOOs and for their EEO programs. Topics of these briefs included information on the strengths and weaknesses of their programs, proactive ways to move their program forward and an opportunity for discussion on how OEEO could better support the commands.

- As was mentioned previously, the location of EEO enables active participation of EEO in HR projects as well as HRs support for EEO projects. Specific examples of how this works and how strongly EEO is integrated into the agency's strategic mission follow:
 - Staffing, Classification and Compensation Division – The director of the OCHR Staffing and Classification division collaborated with the DON OEEEO with the development of Schedule A (u) information sheets and recruitment messaging as well as the Workforce Recruitment Program (WRP). Through the combined efforts of Staffing and Classification and OEEEO, there was increased awareness of how to hire using Schedule A (u) as the information moved from headquarters through the Operations Centers and down into the command HR and EEO offices where the information was provided to hiring managers. Similarly, the WRP messaging and available billets were shared so managers understood how easy it is to use the program and fill a summer billet with a temporary employee who could become a permanent hire.
 - Staffing, Classification and Compensation Division – This division is responsible for the Disabled Veteran Affirmative Action Program (DVAAP) report and the Federal Equal Opportunity Recruitment Program (FEORP) report. Because both reports need the signature of the director of OEEEO, the FY 2014 report required re-work on the part of OEEEO in early FY 2015. This spurred OEEEO to develop additional pieces to the Part J and a new "Part M" for the MD-715 that would assist in collecting information for these reports. It required the commands to collaborate with their recruitment and training/career development divisions so the data can be compiled early in FY 2016 for the FY 2015 reports. This is an area where first steps were taken but there is clearly an opportunity for greater collaboration through the development of an instruction on DVAAP and FEORP as well as aligning expectations and further sharing responsibility for these reports.
 - Civilian Workforce Development Division (CWDD) – The director of this division assisted the DON OEEEO with the training at Southbridge, MA early in FY 2015 and with preparations for the training at the Bolger Center scheduled for early in FY 2016. At Southbridge, CWDD provided two people to help support the daily on-site needs. This included shipping material to the site in advance of the training, securing contracted trainers, staffing the registration table, checking AV equipment before sessions and much more. In addition to the logistical work, the two CWDD employees gained a greater appreciation for the work of OEEEO. In FY 2015, the level of support that could be provided changed, but CWDD agreed to do some of the behind-the-scenes work.
 - CWDD and Staffing, Classification and Compensation Division – As the EEO SECNAV Instruction was going through the various phases of the review and approval process, CWDD provided assistance and guidance. Staffing and Recruitment had Instructions that were further along in the process than the EEO SECNAV Instruction, so they shared tools they used for tracking. CWDD set up the approval process and as a result, provided guidance and tips on successfully moving the SECNAV Instruction forward.
 - CWDD – In FY 2015, there was a continuing focus on all of the Computer-Based Training (CBT) courses available to the workforce and Section 508 Compliance. Collaborative efforts between CWDD, OEEEO Disabilities Program and Section 508 Compliance Managers continued to ensure that the workforce was informed about the importance of compliance. Standard Section 508 compliance language was incorporated into the updated SECNAV Instruction for CWDD. Seventeen of the new Supervisors Curriculum CBTs now have 508 Complaint PDFs that were developed and deployed on the Total Workforce

Management System (TWMS) to enhance training accessibility. In addition, the Sexual Assault Prevention and Response (SAPR) CBT was updated with a 508 accessible PDF version. These efforts helped CWDD and OEEEO continue to emphasize the importance of 508 compliance to the HR community.

- CWDD, Community Management and 0260 Community – As was mentioned previously, the DON 0260 community became a community in need of skills training following the HR service delivery transition. This has been especially critical to making progress in all three of the major EEO program areas. Work began in FY 2014 to revitalize the DON's efforts to build an enterprise-wide EEO (0260) Competency Model that will identify critical skills required to become high-performing, competitive and results-oriented EEO practitioners. In FY 2015, an organizational psychologist worked with members of the EEO community to conduct a review of the series and developed a list of requirements for performance level behavior at proficiency levels that include Awareness, Basic, Intermediate, Advanced and Expert. Subject matter expert questions were developed for each level. As this continues to be refined, this method will be how future training needs are determined.
- Assessment and Workforce Inquiries Division – This division of OCHR collaborates with EEO as they investigate more than 400 Congressional inquiries annually that question the fairness of the DON workplace. In addition to responding to Congressional inquiries, this division completes HR inspections. The office serves as a watchdog to make sure that all HR processes in the DON are completely fair, including the correct use of Veteran's Preference and the proper consideration of individuals with disabilities. The collaborative work with this division assists EEO in identifying concerns and developing strategies for proactive prevention.
- Assessment and Workforce Inquiries Division – Assessment and Workforce Inquiries is responsible for managing the deployment of the Federal Employee Viewpoint Survey as a tool for understanding the climate of the DON and briefing the results to management. FEVS results are a tool that the DON OEEEO has identified for command programs to triangulate with other surveys and focus groups in order to gain a more complete picture of their organization.
- Executive Management Program Office (EMPO) – EMPO and EEO share common interests in the SES pipeline. While the intention was to survey the SES in order to provide advice to employees interested in the SES, this did not occur in FY 2015. Instead one of the projects that did occur was a look at the applicant flow data for SES. In FY 2015 EMPO was actively engaging the DON workforce in career and leadership development sessions to prepare employees for writing their Executive Competency Qualifications (ECQs) for SES openings.
- HR Systems Branch – The HR Systems Branch provided tremendous guidance to and collaboration with EEO in FY 2015 as the new Private Portal was deployed, the Reasonable Accommodations (RA) tracker was under review by the Office of Management and Budget and the protection of PII was a concern as new modules were being developed for existing data systems. This group also continued to play an important role in maintaining iComplaints. The new Private Portal is a SharePoint site with OEEEO pages for each of the major programs and the DON working groups. The Portal continues to be developed as a resource for communication and idea-sharing. An event information site has been developed for details on the FY 2015 annual EEO practitioner training. Systems like iComplaints and the new RA tracker that provide tracking and accountability for practitioners and headquarters are a shared responsibility between OEEEO and the HR Systems Branch in order to keep the EEO tools

- working effectively. Finally, the awareness that this group has of all the tools for data collection across the DON has assisted OEEEO in identifying potential PII concerns for EEO data before the project moved too far along in development.
- HR Data Analytics Division – This division built the EEO App’s A & B Tables in FY 2014 and continues to provide the support for the EEO App in FY 2015. Their ongoing participation in the EEO Data Users Group continues to refine their understanding of the EEO program data needs across the DON. As was mentioned in Essential Element A, in FY 2015 this group developed a series of reports for use by the DON EEO Office, the major commands and their activities. While the data is a snapshot in time, it was used for trend analysis by the commands and has many data elements that assist practitioners in conducting deep dives. The over-arching plan is for this division to build a cube with EEO data so practitioners can easily access data and charts for reports and briefs. In the past, only two of the 22 commands have had this type of capability, which meant the data analysis in the barrier analysis process was often limited to the A and B Tables. With this type of access to data, commands and their components will finally be able to answer their questions about the workforce, which is a major step for proactive prevention.
 - Recruitment Tools and Processes Division – This division has the primary relationship with OPM’s USA Jobs and USA Staffing Program Office. The director and her staff supported the efforts of OEEEO on a number of fronts but most visible was in support of the applicant flow data (AFD) from USA Staffing. As OEEEO used the AFD for data calls, there were numerous questions that arose because the data did not have EEOC/OMB Business rules applied to it, the disability data was missing and/or coded with different coding that EEOC uses; and data was automatically feeding into an incorrect column on the spreadsheet. The division head spoke with the USA Staffing Program Office which resulted in the DON AEP manager being invited to a meeting on AFD design changes that would direct the future development of this data. The director and one of her staff members also met with the EEO Data Users Group by phone to answer questions on USA Staffing and the data. In addition, a staff member from the group developed a guide to the HR Data Elements found in the AFD so users have a reference tool. The division head agreed to present information on USA Staffing and Applicant Flow Data from the DON perspective following a presentation by OPM at the annual OEEEO practitioner training scheduled for the Bolger Center in early FY 2016.
 - Recruitment Tools and Processes Division – In support of the Disabilities Program in OEEEO, the director of this division provided a manual analysis of a small number of vacancy announcements and the impact of including Schedule A (u). The results of recruiter-level efforts related to Schedule A (u) and the resultant hiring seemed to be minimal. This is an area for continued attention.
 - Recruitment Tools and Processes Division - The Approved Reasonable Accommodation List (ARAL), which is critical to the expanded job search for the reasonable accommodation process, was moved to the new portal and one of the members of this division developed a stream-lined process so recruiters can access the information more quickly and provide accurate answers to candidates.
 - Recruitment Tools and Processes Division – As part of Operation Hiring Solutions, this division developed a new fact sheet and hiring manager guide on selection decisions that were made available to the HR community for use with the hiring managers. These documents strengthen equality of employment opportunity by providing managers with in-depth guidance on the steps in the

recruitment process from the time a certificate of available candidates is received through making a job offer. It includes steps for evaluating candidates, interviewing candidates, checking references, making a selection, informing the selectee and notifying non-selected applicants.

- Reasonable Accommodation (RA) – In FY 2013, the DON RA Job Search Continuous Process Improvement (CPI) Group was created to look at the expanded job search piece of the RA process. In FY 2014, this group made significant progress, meeting weekly to complete and verify the mapping of expanded job searches, review past RA expanded searches and collect stakeholder feedback through an outreach plan. In FY 2015, this group's hard work continued as stakeholder feedback was analyzed, appropriate changes recommended and additional guidance provided to RA Points of Contact. In FY 2016, changes will be recommended to the DON Guide for Processing RA. The updated guide will be sent to EEOC for review when completed.
- Office of General Counsel – DON OEEEO's Office of Complaints and Adjudication continued to work with the Deputy Assistant General Counsel (Manpower & Reserve Affairs) to model a collaborative relationship between OEEEO and OGC at the command and activity levels. The goal is to maintain an effective and efficient complaints process across the DON enterprise by ensuring the OGC community understands its role in the process and executes their responsibilities accordingly. Successes in these efforts have included co-presenting training sessions for the OGC attorneys and for EEO practitioners at their respective training conferences.
- Military Equal Opportunity (MEO) – In FY 2015, the director of the MEO program worked collaboratively with the director of OEEEO by sharing the results of the DEOMI Organizational Climate Survey (DEOCS) and holding discussions on organizational climate within the DON. DEOMI, the Defense Equal Opportunity Management Institute, is an arm of DoD that is tasked with developing and delivering human relations education, training, research and innovative solutions to enhance total force readiness. As a survey, the DEOCS is deployed at the start and end of a Commander's tenure as well as annually. It is used as a measure of the organizational climate under that leader and it is a requirement of all commands. Because the Commander is also the EEOO, the results are useful for identifying triggers by the command EEO program as well as for MEO. Many commands construct working groups to respond to their annual DEOCS results. At the headquarters level, the MEO director began sending the quarterly DEOCS reports to OEEEO for review and discussion. This provides another data point for proactive prevention. In FY 2015, the MEO staff and OEEEO staff began regular meetings in order to develop a common understanding of the climate and assist both the DON and the major commands. The MEO director agreed to present training for the FY 2016 DON EEO practitioner training scheduled for the first quarter of FY 2016.
- DON senior leadership reviews monthly and annual reports on disability hiring and has taken a special interest in making this visible to DON managers. The regular drumbeat of reports creates increased awareness, and as result, DON leadership has high level talking points that are easily accessible on a regular basis. OCHR runs the monthly Disability Hiring Reports and disseminates the reports to the major commands and their component activities. These reports were also given to all of the Individuals with Disabilities (IWD) Champions who are GS-15 or SES level employees. The accessions reports are broken down by major command, the number of hires made utilizing the Schedule A (u) hiring authority, and the number of persons self-identifying targeted

disabilities. The separations report shows the number of individuals with disabilities separating by command, which is also broken down by the same categories.

Challenges - Integration of EEO into the Agency's Strategic Mission:

- The DON takes an integrated total force perspective on command climate which is measured annually by the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS). The results are coded as below the service average, within the "near service average" (a point span) or above the service average. The groups measured with comparisons are Women/Men, Enlisted/Officer, Junior Enlisted/Senior Enlisted, Military/Civilian, and Junior Civilian/Senior Civilian. The FY 2015 results showed the only group that had scores below the near service average was the Junior Civilians. Based on the averages, concerns for Junior Civilians include diversity management, racial discrimination, and religion discrimination. DEOMI has prepared an on-line toolkit to assist major commands with responding to organizational climate concerns. Because the DEOCS was developed with a military focus, the major commands were asked to begin triangulating this data with information from focus groups and the Federal Employee Viewpoint Survey (FEVS) or other climate assessments to determine if the concerns are part of the acculturation process for younger employees or if there is a clear problem to be addressed. This survey finding is one that is especially important to retaining younger talent so the DON must act to change the perceptions of its less experienced civilian employees.

Also of interest to OEEO were the responses to the questions on harassment and discrimination. The questions showed 5.6% of minority respondents compared to 1.7% of majority respondents said they experienced discrimination based on race, national origin or color; 5.6% of women respondents compared to 1.9% of men respondents said they experienced sex discrimination; and 2.6% of women respondents compared to 0.9% of male respondents said they experienced sexual harassment. A training session on the DEOCS and responding to the results is scheduled for the FY 2016 annual practitioner training. DEOMI makes command data available to DON commands so deep dives are possible. DON OEEO is encouraging this type of analysis as the DEOCS is being revised to balance the focus for both civilians and military personnel.

- The anticipated in-depth review of policies, practices and procedures on Merit Promotion, Employee Recognition and Employee Development/Training programs that was noted in the prior year was not completed by the DON OEEO in FY 2015. The resources were redirected to training EEO practitioners and providing thorough program assessments to the EEEOs and CDEEOs of the 22 major commands. The DON working group on policies, practices and procedures will continue working in FY 2016.
- The Federal Equal Opportunity Recruitment Program (FEORP) report has been a collaborative effort with Diversity Management and Recruitment. This is an area for continued development with the hiring and onboarding of a new Director of Diversity Management in FY 2014 and the hiring and onboarding of a Special Emphasis Program Manager in FY 2015. Lessons learned regarding multiple conflicting/duplicative data calls associated with the DVAAP, FEORP, and the MD-715 have led to the DON's decision to establish a process capture and alignment data of common areas of interest. This was an FY 2015 Part H plan but it needs additional collaborative work between divisions and accountability at the command level.

ESSENTIAL ELEMENT C: MANAGEMENT AND PROGRAM ACCOUNTABILITY

Strengths - Management and Program Accountability:

- The development and deployment of the EEO App in FY 2014 created a data tool for the management and accountability of the EEO program that flows into other parts of DON management. In FY 2014, the EEO App provided the A & B Workforce tables at the push of a button. In FY 2015, 21 reports with disability and diversity data were added to this tool. The EEO App and the continued commitment for its development have been supported by senior leaders, specifically DASN (CHR), Ms. Adams, and OCHR Director, Mr. TorresRamos. The new reports that were added to the EEO App in FY 2015 provide additional tools for analysis that assist the DON OEEO and the commands to better understand the workforce. Rather than requesting ad hoc reports as in the past, the practitioners can now pull standard reports in Excel and pivot the data to investigate and understand questions such as the relationship between the age of employees and their distribution within the major occupational series (MOS), the relationship between the MOS of specific ERIG/disability groups within the DON workforce as compared to the DON's MOS, or the education levels of groups within the workforce and the commands and series in which they sit. The reports have opened new avenues for exploration to practitioners, which if used effectively, could assist HR offices and hiring managers in gaining greater insight about their workforce. Because the reports were developed and deployed in FY2015, there has been varying level of use by the commands for both proactive prevention and as a data source for complaints questions. This is an area for continued training.
- As was noted in Element A, the DASN (CHR) and OCHR Director traveled to meet with the DON Operations Centers and the major commands. The Operations Centers provide professional and advisory HR services to the major commands for requests for personnel actions. Because of the critical role that the Operations Center HR specialists play, it is especially valuable for them to have a current understanding of initiatives in OEEO. While OCHR's Operation Hiring Solutions (OHS) and the Executive Management Program Office's training programs were the topics that initiated the visits to the Operations Centers, time was also committed to discussing the EEO program. The EEO App and its utilization were addressed in nearly all visits. From the feedback, the EEO Office learned that some commands were successfully using it at all levels of the command, while other commands only made it available to their headquarters office. Based on the feedback from these senior leaders, OEEO set in motion an outreach campaign to get users registered for and using the EEO App.
- At the same meetings with major commands where the use of the EEO App was a topic, discussions took place on the complaints process. The need for responsiveness to the DON OEEO's inquiries and data calls was communicated to the command leadership through these visits. Due to DON-identified issues with the timeliness of requests for investigations and the completion of investigations, EEO continued to be a focus of the discussion in anticipation of potential sanctions for a number of complaints. The ongoing work of the EEO Complaints and Adjudication Office and communication to senior leadership turned the tide in FY 2015 from untimely requests for and completion of investigations, to the need for continued diligence on completing final agency decisions (FADs).

- The FY 2014 MD-715 report noted that the DON had completed the first year under the new service HR delivery model and that 14 of the 21 (66%) Command Deputy EEO Officers (CDEEOO) were new, which created the need for training and accountability at the highest levels of command EEO programs. By the end of FY 2015, it was anticipated that all CDEEOOs would turn over by the end of January 2016 with a number due to retirements. The DON OEEO continues to build the skills of practitioners as well as provide support and guidance to new CDEEOOs. The command assessments that took place in FY 2015 were one means of doing this. Each assessment consisted of a thorough review of the command's EEO Program Annual Assessment submission (MD-715). The director and each DON OEEO program manager reviewed the report to identify strengths and weaknesses in their area of expertise. In prior years only one program manager did an extensive review of the report and scored it via a scorecard. This resulted in discrepancies in the scoring. Rather than the scorecard in FY 2015, a detailed report was compiled and presented to each CDEEOO by the OEEO Director and program managers. Concurrently, a high level brief was presented to the EEOO, CDEEOO, Director Civilian Human Resources (DCHR) for each command. (Meetings with CDEEOOs were 1.5-2 hours in length and meetings with the EEOOs were 45-60 minutes long.) Combined, these meetings served as a developmental experience for the major commands in lieu of scorecards. The meetings created an opportunity for OEEO to gain a better picture of how the command was functioning, how well EEO was integrated into the command mission, and the level of management and program accountability that was evident. The process was time-consuming, but it served the DON OEEO and the commands better than the scorecard process where only one program manager reviewed a command's annual assessment and completed a numerical rating for a scorecard. Some of the things that OEEO learned and provided instruction on include the following:
 - A small number of CDEEOOs do not have unfettered access to the EEOO and some do not meet regularly with the EEOO. This was addressed in the EEOO briefings. In addition, the Complaints and Adjudication program provided the complaints scorecard for the command so the EEOO could understand where his/her command stood relative to the other commands. This provided insight for those EEOOs who were not regularly meeting with their CDEEOO.
 - The DON Alternative Dispute Resolution (ADR) program belongs to the Office of General Counsel, but ADR was only being implemented by the EEO Office at many commands. There was limited use of ADR by employee relations HR specialists and little collaboration and interaction between HR and EEO on ADR. OEEO recommended that EEO offices work through their DCHRs to resolve this because if ADR is available in HR, it strengthens the command's work toward proactive prevention. The guidance of the new MD-110 reinforced this collaboration.
 - Most commands did not have a good grasp of how to focus the writing of their assessment based on the Six Essential Elements of a Model EEO Program. This was often because they had not read the guidance in a number of years and believed that they knew what topics belonged in each element. DON OEEO provided a review of the Six Essential Elements, an explanation of why each is "essential" and explanation of what is expected within each element based on EEOC's MD-715 guidance.
 - A number of command reports addressed the work of the command EEO office rather than the health of the command with regard to EEO. The DON OEEO discussed this and redirected the command EEO practitioners to more appropriately develop their next program self-assessment.
 - Some commands wrote their Part E as a reiteration of their Part G, but provided

no proof of the statements that were made. Again, the DON OEEO identified this as a problem and offered direction on resolving this issue.

- In the workforce analysis, some commands aggregated workforce data by race without gender in the way that many diversity programs do. This was addressed with an explanation as to why it is essential to do analysis by race with gender because the series differ widely by gender.
- On data charts, there were commands that restated the data found in the A & B tables without an explanation or conclusion. While it was addressed, this is an area for further training because many practitioners came into EEO to counsel or process complaints, but now find themselves dealing with data. They are not comfortable with conducting deep dives into the data or developing charts with trends over time.
- Most commands did not make the collaborative work that was done with their HR counterparts visible in their reports. This was explained to both the CDEEOs and the DCHRs in order to develop a report that demonstrates the integration of EEO and HR work.
- Finally, there were problems with reports that were not written in plain English, had unsupported broad sweeping generalizations, failed to show results of initiatives, or missed details (unfinished sentences, inconsistent data references, typographical errors, etc.)

In addition to the remedies noted above, an FY 2016 MD-715 training session is planned for the annual EEO practitioner training and proactive recommendations were provided to the EEOOs. The proactive recommendations included the following:

- Prepare managers and supervisors for managing a diverse workforce, e.g. emotional intelligence, unconscious bias, cross-cultural communication
- Develop elevator speeches and senior leader talking point on EEO so they can be threaded through command communication
- Based on analysis, envision where the command should be in three years and develop a plan to get there
- Triangulate data from DEOCs, FEVs, iComplaints, IG reports and workforce data to gain a solid picture of the workforce, command climate and potential barriers that may not be identified through a review of employment policies, practices and procedures or data analysis
- Ensure accountability of manager and supervisor EEO performance objectives
- Coordinate and link reports and programs, e.g. MD-715, FEORP, DVAAP, ADR, 462, No FEAR
- Participate on DON OEEO working groups

As demonstrated through the FY 2015 command assessments, the DON OEEO continues to raise the bar for excellence in measuring program accountability through assessment of commands. Accountability is being cascaded to all levels of the organization. Several commands have developed their own versions of assessment and/or scorecard processes for their subordinate activities. In addition, the FY 2015 assessment process demonstrated a genuine commitment by senior leadership at the commands to ensure they have a robust and compliant program in place. While the primary focus of the FY 2015 assessments was on a command's annual status report submission, it is not the only information that is taken into account when assessing a program. Assessments were also reflective of the ongoing dialogue that commands have with OEEO and their active participation on working groups. The annual assessment of the DON EEO Program shows that the DON's structure, program management and accountability measures are effective and position the DON to continue maintaining a model EEO Program. Despite the choice not to provide score cards in FY 2015, commands were still held accountable by the DON OEEO through

the frank discussions with their EEOOs and the complaints scorecards.

- The Department of Navy Office of Complaints and Adjudication, a division within the DON Office of EEO, is delegated responsibility and authority to manage the Department of the Navy's Discrimination Complaints Program and issue Final Agency Decisions (FADs) and Final Orders on behalf of the Secretary of the Navy. In FY 2015, the DON Office of Complaints and Adjudication continued to use the standard suite of statistics for tracking and analyzing the command complaints processing and program management that was developed in FY 2014. The DON monitored compliance of regulatory processing requirements and held servicing offices accountable for timely process via a Complaints Scorecard. Although the DON's ultimate goal is for all cases to be processed in a timely manner, the DON acknowledges that establishing milestones and recognizing small successes will help the servicing offices in their efforts to improve. Consequently, the green, yellow, and red zones were instituted to assist commands in reaching 100% compliance. In order to be effective, these zones will be adjusted at least on a yearly basis, ultimately recognizing only the green zone, which will equate to 100% timely processing. In FY 2015, the criteria was raised from 80% to 90% and above for green. The DON continued to work with the DON Complaints Working Group to track processing at the command/activity levels and discuss specific issues that posed as a barrier to a more efficient process. The areas tracked included complaints filed monthly and whether these were processed within 30 days. A case was considered processed if it was dismissed; withdrawn/settled and closed; or, accepted and submitted for investigation. Furthermore, pre-complaint processing, acknowledgement of receipt of formal complaint, accept/dismiss of formal complaints, and the status of investigation of cases were also monitored. A positive result of the scorecard is the cascading of accountability to all levels of the organization, i.e., commands are holding their subordinate activities accountable through their own version of a complaints scorecard and/or on-site visits, and a genuine commitment by senior leadership to ensure they have a robust and compliant program in place. Another positive outcome of the scorecard is the initiation of an ongoing dialogue and networking between the commands and a healthy competition that challenges each to raise their efforts to the next level. This all reflects positively on the DON OEEEO program.
- In FY 2015, the DON OEEEO worked closely with the Department of Defense Computer/Electronic Accommodations Program (CAP), a program that provides free assistive technology to DON military and civilians with disabilities. Due to the complexity of the Navy Marine Corp Intranet (NMCI) – the DON program that provides information technology services to the Navy and Marine Corps - many pieces of assistive technology that CAP provides for free to DON employees were delayed to the end user due to testing and certification issues. In order to ensure accountability for keeping Hewlett-Packard (HP) to the 30-day time limit specified in their contract for certifying and testing assistive technology, weekly meetings were held that helped to get technology to DON employees faster. In addition, OEEEO requested the most recent assistive technology from CAP in order to get an enterprise license across the network. In FY 2015, the DON was up to date on all the current versions of its most utilized pieces of assistive technology. This was critical for users so they could use the same version of the technology that they use in their daily lives outside of work. To ensure employees are getting the accommodations they need, managers and supervisors need to be fully engaged in the reasonable accommodation process and ensure the effective implementation for the accommodations. Mandatory new supervisory training was created and deployed in FY 2015 regarding supervisory responsibilities during the

RA process.

- In FY 2015, two 504 complaints (Section 504 of the Rehabilitation Act of 1973) and two Architectural Barrier Act (ABA) Complaints were closed out by completing the necessary corrections mandated by law. These complaints had been active for numerous years. Through a re-examination of the files and OEEO working in close collaboration with the CDEEOOs, these long-standing issues were able to be closed out.
- The DON Office of Complaints and Adjudication conducted multiple DON-wide sessions with command and activity EEO processing offices on a variety of complaints processing topics, including iComplaints, Procedural Dismissals, EEO and Union Training, and IRD Update. In addition to these sessions, the DON OEEO also conducted a practitioner training symposium, "Creative Solutions for EEO Professionals" which included a number of courses related to complaints processing, such as Formal Complaints Processing, DON Complaints Program and EEO Case Law Update, iComplaints for Specialists, iComplaints for CDEEOOs and DEEOOs, Complaints Processing for CDEEOOs and DEEOOs, Working with IRD and IRD ADR Overview. These sessions included a review of complaints processing rules and regulations, identified issues where untimely processing occurs and provided information on what the command/activity can do to proactively ensure timely processing and mitigate liability. The DON Office of Complaints and Adjudication also held one-on-one meetings with the commands to discuss the results of the annual scorecard on complaints efficiencies. Commands were given tools to track and monitor efficiencies and quality of their servicing offices and recommendations for improvement. Through the Complaints Working Group, the OEEO ensured critical and ongoing advice and guidance throughout FY 2015 to ensure effective program management and accountability measures are in place at the command and activity levels.

Challenges - Management and Program Accountability:

- A significant challenge to be faced by EEO in FY 2016 is the realignment of command EEO programs outside of HR. This will move the DON EEO program closer to compliance with the new MD-110, but it creates challenges for smaller commands where Diversity and Inclusion has been part of EEO due to staffing limitations. In addition, the DON Director of Diversity and Inclusion Management wants to see the two programs separated. Because "inclusion" is the common link between diversity management and EEO's proactive prevention, there may be an impact to both programs as structural changes are made at the command level. Should the two programs become independent of one another at the command level, there will need to be greater collaboration and alignment of program objectives for the program areas including DVAAP and FEORP.
- DON leadership recognizes that the EEO community of practitioners is limited due to retirements and staffing changes since FY 2013. The pipeline for the 0260 series needs to be re-built. Currently, the training focus for new specialists has been on complaints processing training, barrier analysis and data analysis. In the past, some of the new specialists came from the OCHR intern program which gave them a unique skill set. Because the OCHR intern program is also in need of additional interns, EEO will investigate the possibility of developing its own intern program that would assist in providing a well-rounded cadre of people to move into EEO positions throughout the

organization. The development of a new intern program would require collaboration with the OCHR intern program so EEO interns have the appropriate HR background to facilitate the work of EEO.

- DON supervisors currently receive thorough training on the legal requirements of their positions both through command supervisory training and OCHR CBTs. In FY 2015, the Diversity and Inclusion director completed many in-person trainings at major commands, but the DON needs to continue investing in training that helps supervisors and managers become 21st Century managers who understand how to work with a diverse workforce and understand their own biases. This was stressed with the EEOOs and CDEEOOs during the command EEO assessment visits that took place in FY 2015.
- Due to the interrelated nature of the DVAAP, FEORP and MD-715, in FY 2014 the DON developed a plan to integrate and align the data for these reports as a means of also increasing management and program accountability. These efforts were only marginally successful. While most commands provided the written material necessary, only six provided the data on career development and mentoring that is required for the MD-715 A/B-12 tables and the FEORP. This is an area that needs concentrated focus and support from HR at the command level in FY 2016.
- As commands have been delegated greater accountability for the complaints process, major improvements have been seen in the timeliness of processing. While the workforce may not realize the change, they are being served better than in the years prior to the HR Service Delivery Transition. The single piece of the process that continues to require ongoing monitoring is the timely issuance of FADs and Final Orders (FO). This has been impacted by a staffing shortage in FAD positions. A contract with U.S. Postal Service (USPS) has helped to eliminate the backlog of FADs, but a long-term solution needs to be identified for FY 2016.
- Within the Department of Defense (DoD), the EEO servicing of Joint Bases is under review. Joint Bases are those military bases where multiple Armed Services sit together. One branch of the Armed Services is responsible for providing basic services to the others at that site. The DON shares space on a number of bases with other Services, so the DON OEEEO participates on the DoD Joint Base working group. In FY 2015, an assessment of the processing of EEO complaints by and for other Armed Services was conducted. Only one major command in the DON processed a case for another Service and that occurred in FY 2014. The Senior Joint Basing Working Group meets at the end of the second quarter of FY 2016 to discuss changes to the servicing structure on joint bases. DoD will provide a recommendation on the way forward and the Senior Joint Basing Working Group will discuss removing EEO from the servicing requirements or maintaining EEO within the Joint Base servicing structure and possibly changing the requirements. Depending on the outcome, the servicing of joint bases may require additional attention in FY 2016. The DON is committed to continuing to process its own complaints in a timely manner.

ESSENTIAL ELEMENT D: PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION

Strengths - Proactive Prevention of Unlawful Discrimination:

Proactive prevention continues to be an area where OEEEO invests resources to continue to

develop a comprehensive EEO program. In FY 2015, this included the reinvigoration of the Special Emphasis Program, DON-wide training, command-requested training, training for the HR interns and further developing working groups, as well as conducting the command assessment process that carefully reviewed all aspects of command EEO programs in FY 2015.

- “Creative Solutions for EEO Professionals,” the DON-wide annual EEO practitioner training that was held at Southbridge, MA early in FY 2015 focused on proactive prevention skill building and strategies through the training of 140 members of the DON EEO and HR Intern community. As was noted previously, the training was designed with specialized tracks for CDEEOOs, DEEOOs and Specialists, giving each group what they needed for their positions and careers. In addition, each of the four days was developed around a specific DON EEO program (Complaints, Disabilities, Affirmative Employment and Special Emphasis) with a plenary session that kicked off the day and a practicum that closed the day. Thirty-two sessions were developed and deployed based on the results of a survey of the EEO community that identified weaknesses or deficiencies in the community’s skill sets. Each session had specific learning goals associated with it that aligned to the MD-715 action plans, barrier analysis and alternate dispute resolution so the trainers could provide training that met the DON’s needs. Highlights of the week included the following:
 - Welcomes by Assistant Secretary of the Navy Garcia and OCHR Director, Mr. TorresRamos. Mr. TorresRamos spent the first day of the training with the group which provided opportunities for informal discussions between sessions.
 - Disability plenary session with Ms. Christine Griffin, former EEOC Commissioner and former Deputy Director of OPM; Ms. Joyce Bender, CEO of Bender Associates; and Mr. Stephen King, Director of the CAP program. This lively discussion provided solutions and ideas on building a model disabilities program.
 - Plenary session on developing integrated programs with Ms. Bea Bernfeld, DOD EEO Director; Mr. George Bradford, Director, DON Military EO; Ms. Victoria Bowens, DON Director of Diversity; Mr. Alonzi Scott, NAVSEA and Mr. Robert Rutherford of OCHR OGC. This session provided examples of how other professionals have developed networks for successful integrated programs and projects.
 - Legal update with Mr. Don Names, OGC and Ms. Judy Caniban, DON EEO Complaints & Adjudication program manager. These two presenters have become favorites of the EEO community because they selected interesting cases and engage the participants in the discussion.
 - Legal update on LGBT and EEO presented by Mr. Matthew Murphy of EEOC’s EEO Office. This session was relevant and set the DON up for changes that occurred in case law in FY 2015.
 - Dr. Renee Yuengling’s presentations on unconscious bias, prejudice and discrimination presented in conjunction with the DON’s Barrier Analysis training. Dr. Yuengling focused her time on helping practitioners identify their own patterns of thinking that may impact how they analyze employment policies, practices and procedures.
 - Presentations on from DoD’s Investigations and Resolutions Division (IRD) on Alternative Dispute Resolution and working effectively with IRD. This was critical in a year when the DON was working to eliminate a backlog of investigations.
 - Contracted presentations on communication, project management and program management. These were especially well received by CDEEOOs and DEEOOs

as the sessions were custom-designed for them.

- Preparation for the FY 2016 DON annual EEO practitioner training was underway in FY 2015 for deployment October 19-22, 2015 at the Bolger Center in Potomac, Maryland (District of Columbia metropolitan area). This training is being developed based on the validation of skills needs from the FY 2015 command assessments. There will be approximately 10 plenary sessions and 20 breakout sessions offered.
- The FY 2016 EEO memorandum from the Secretary of the Navy, the DON mandatory EEO training CBT and the EEO SECNAV Instruction include updated information that explains coverage of LGBT under Title VII of the Civil Rights Act. The DON has taken every opportunity to raise awareness about how LGBT concerns and complaints should be handled by supervisors, managers, EEO specialists and members of the workforce.
- As was noted earlier, the development and deployment of the EEO App was one of the major accomplishments of FY 2014 that was a major investment of resources supported by senior leadership. We moved this tool to the next step in FY 2015 by adding 21 HR reports with diversity information (ERIG and disability). In FY 2016, the EEO cube will be completed, which will provide data and charts for the commands and the DON. This project not only impacts the DON's potential to conduct improved data analysis for proactive prevention of discrimination, but it gives commands consistent data for briefing managers, supervisors and leaders so they understand the workforce, the areas of low participation and where changes might be made to assure equality of opportunity – ensuring program accountability, efficiency and responsiveness to employment trends.
- In FY 2015, the DON became savvier in its use of the Office of Personnel Management's Applicant Flow Data (AFD) that originates from the USA Staffing tool. The development of these skills filtered down for analysis at all levels of the organization through the Data Users Working Group. While the data was used for the FY 2014 MD-715 report, the DON used 12 months of data that were not consecutive months due to problems with the AFD program. EEOC's data call on SES became the first deep dive that was taken into the data. From that data call, lessons were learned that raised a number of questions. When those questions were posed to the OCHR division head for Recruitment Tools and Processes, she put the OEEEO in touch with employees at OPM who work on USA Staffing and the AFD. As was mentioned earlier, the DON OEEEO's list of questions resulted in correction to an error in how the data was loading into spreadsheets and an invitation to participate in an AFD design workshop at OPM's Innovation Lab in July. The day-long meeting provided representatives from seven federal agencies to help OPM envision the future of the AFD. The session provided additional insight on the data and upcoming changes that could be shared with the commands. Participation in this work has helped the commands with their barrier analysis and understanding of who is applying to their positions. It has also opened doors for DON OEEEO to the extent that OPM has agreed to have a representative participate in the FY 2016 annual practitioner training scheduled for the Bolger Center.
- In FY 2015, the DON hired a Special Emphasis Program Manager (SEPM) to reinvigorate the Special Emphasis Program (SEP) nationally. While SEP is a requirement, the SEPM position was gapped for nearly two years due to the hiring freeze. Many of the commands have collateral duty SEPMs who have been doing the

work in the same way for many years. With the hiring of a new SEPM, the goal was to initiate activities and guidance that would re-energize and re-brand the DON SEP in ways that draw attention to the program and the need for proactive prevention of discrimination. Key program accomplishments of this program in FY 2015 are noted below.

- A comprehensive review of command SEPs was completed as part of the major command assessments. Appropriate redirection of command SEPs was provided. The DON's direction is to move away from observance month festivities while focusing on identifying barriers to full participation and taking appropriate action to address any barriers.
 - Specific SEPM guidance was developed as a chapter for the handbook that will support and complement the draft EEO SECNAV Instruction that is currently in the review process.
 - The DON SEP working group was initiated with participation and representation from all the DON's major commands. Its mission is to develop the skills and programs of SEPMS. This is done through developing and sharing strategies for creating effective SEPs that will assist the DON with assuring equality of employment opportunity for applicants and employees. This includes barrier analysis activities.
 - An SEP Toolkit is an ongoing project on the DON Portal which houses companion resources to assist SEPMS in conducting effective program planning, monitoring program progress, and making decisions about future program objectives.
 - The DON SEPM actively participates in the Department of Defense (DoD) SEP Advisory Working Group, along with SEPMS and Affirmative Employment Program Managers (AEPM) from the other Services in order to gather best practices, maintain program alignment and contribute to the direction of the DoD SEPM policy.
 - The DON SEPM created a stream-lined process and written Standard Operating Practices (SOP) for developing and disseminating special observance month memoranda that are signed by the Assistant Secretary of the Navy (Manpower and Reserve Affairs).
 - Benchmarking with other federal programs for best practices was another initiative that the SEPM completed early in the process of re-building the DON's program. Contacts were made at the Treasury Department, Social Security Administration, U.S. Agency for International Development and Air Force.
- During FY 2015, the DON OEEEO had seven topical working groups. The purpose of these groups is to provide training and assistance to participants, while also giving practitioners a professional network and a platform for sharing best practices or discussing professional concerns. Most groups met monthly, although some met more often for projects or training. Some of the accomplishments of the groups include the following:
 - Non-Appropriated Fund (NAF) Working Group - The NAF working group completed a workforce analysis of the non-appropriated fund employees within the DON. This is the best analysis that has been done to date on this group. The three commands with NAF employees worked collaboratively and with their analytics departments to make this become a reality. It sets the baseline for future analysis of this group of employees. The work of this group can be found in the FY 2015 Part E Workforce Analysis.
 - Data Users Working Group – Through this group, it was revealed that there are wide gaps in the HR knowledge of EEO practitioners and a wide gap in

understanding how to use data. This became apparent in discussions on AFD. A conference call training session was set up on the AFD in order to help with this disparity. The Recruitment Tools and Processes division developed a handbook to explain terminology in the AFD and screenshots of the data were provided for the training because our video teleconferencing system was being replaced. Due to the work that Recruitment Tools completed in advance of the meeting, it was a successful training session to provide an overview of what the users are seeing in the data. Similarly, we found that many of the data users have not created pivot tables, so on-line videos were recommended as training for this skillset.

- Complaints Working Group – This group worked collaboratively to review the status of complaints processing, discuss command and activity level concerns and share best practices on a monthly basis. It provided members of the group with the opportunity to hear from others who had made positive progress in resolving issues that impacted their complaints scorecards.
 - Individuals with Disabilities (IWD) Working Group – The IWD working group discussed pressing issues facing the EEO professionals who work disability programs within their commands. Different reasonable accommodation cases were discussed in terms of providing the most appropriate accommodations.
 - Special Emphasis Working Group - The Special Emphasis working group as noted above, was initiated and laid the foundation for solid command-level SEPs that will assist in barrier analysis and proactive prevention at all levels of the organization.
 - Low Participation Working Group and Employment Policies, Practices and Procedures (EPPP) Working Group - The Low Participation working group and the EPPP working group struggled in FY 2015, but have plans for a way forward in FY 2016. For the EPPP, the struggles were with a lack of consistent leadership as noted in the Part H accomplishments report and for the low participation working group, it was because the intended leader's priorities were re-directed to work on the command assessments and the annual practitioner training.
- As was previously noted, the DON continued to work on developing an enterprise-wide EEO (0260) Community Competency model in FY 2015. Through an OCHR contract, an organizational psychologist met with EEO practitioners at all levels of the organization to identify critical skills for practitioners at the proficiency levels for performance behavior at the Awareness, Basic, Intermediate, Advanced and Expert levels. As the model and matrix continue to be refined, the DON practitioner training will be aligned to this model so the DON can continue to have high-performing, competitive and results-oriented EEO practitioners who will respond to current and new challenges in the EEO program areas, ensuring that the DON maintain a model EEO Program into the future.
 - The development of EEO competencies is critical to moving the DON complaints program to the next level. For this reason, the DON deployed training and information meetings on a regular basis in FY 2015. Training/information sessions delivered via Defense Connect Online (DCO) and/or teleconference included:
 - Daily management of complaints program ensuring timely and quality processing
 - Discussion of issues and recommendations for solutions on complex cases and/or complex processing issues related to Procedural Dismissal, Union complaints and working with IRD on investigations

- Learning how to use the appropriate e-tools to ensure timely compliance of DON and EEOC requirements and accurate and quality updates into the DON corporate complaints database, iComplaints
- The DON OEEO staff was involved in a number of activities to examine their own products and processes in order to make improvements. Two of these included benchmarking with Air Force and participating in the DoD RAND studies on Hispanics employment and employment of individuals with disabilities.
 - The benchmarking meeting with the Air Force EEO Office included participation from the Air Force EEO director, Disability Program Manager (DPM), AEPM and complaints manager to visit the DON OEEO. Discussion included structural differences between EEO in the Services, the relationship with Diversity and Inclusion, involvement of SES in EEO, barrier analysis efforts, DVAAP and FEORP as programs or reports, scorecards and validation visits, updating SF-256 forms, Schedule A (u), tracking complaints for accountability, and more. MD-715 reports were also shared across the Services. It validated many of the things the DON is doing well.
 - The DoD RAND studies provided an opportunity to talk about the DON's work with three groups that have low participation in the DON - Hispanic males, Hispanic females and individuals with disabilities (IWD). While the RAND representatives came with questions, the DON OEEO was also permitted to gather information on what others in DoD were doing. The DON's involvement with the study was extensive because some DON commands have well-developed programs on Hispanic employment and IWD. These commands were asked to provide names of senior leaders and supervisors who would be willing to be interviewed by RAND. This created an opportunity to support DoD in ways that may also assist the DON in understanding its own workforce and barriers to full employment. The RAND reports will not be finalized until FY 2016.

Challenges - Proactive Prevention of Unlawful Discrimination:

- Basic Barrier Analysis skills have been developed within the DON and most practitioners have foundational knowledge that they apply to their work. The command assessments found that barrier analysis is occurring, but often the findings can be attributed to good instincts rather than to methodically working through the data and the HR processes. In order to move the total program forward, OEEO needs to take Barrier Analysis and Data Analysis training to an advanced level. The full capabilities of the EPPP working group, the low participation working group and the EEO App have not yet been realized. These will be a focus in FY 2016.
- Attitudinal barriers have been identified for numerous years relative to individuals with disabilities who are fearful of coding themselves correctly in MyBiz, the self-service tool within the Defense Civilian Personnel Data System (DCPDS) or via OPM's Standard Form 256 (SF-256). These fears may stem from how they believe the data could be utilized or shared inappropriately. In FY 2015, additional efforts were taken to increase awareness of how the information is utilized and to encourage employees to verify their disability status. These efforts included placing a statement on the bottom of the Leave and Earning Statement (LES) for every DON employee. In addition, the DASN (CHR) signed a memorandum out to the workforce encouraging employee to update their information and explaining that the data is only reviewed at the aggregate level. For the month of May 2015, every time a DON user entered the Total Workforce Management

System (TWMS), a pop-up message asked the employee to verify their personal information, including their disability status in the MyBiz program. MyBiz provides secure, real-time on-line access to key personnel information for employees. The data was analyzed to see if the different methods utilized had an impact on DON employees updating their disability status. For the months of April and May, following the memo and the TWMS pop-up, more than 50% of the total changes for the year occurred. In April, 876 (30.89%) disability coding changes occurred, and in May, 471 (16.61%) coding changes occurred. These two efforts were the most successful in getting employees to update their disability status. Similar efforts will be continued in FY 2016.

- Collaboration and alignment of the DVAAP, FEORP and MD-715 has been initiated per EEOC guidance, but more work needs to occur at both at the headquarters and command levels if these programs and reports are to strengthen one another, eliminate duplication of effort and become tools that assist in proactive prevention of discrimination. This will require true partnering between EEO, HR Policy, Recruitment, Career Development and Analytics.

ESSENTIAL ELEMENT E: EFFICIENCY

Timely processing of complaints has always been one of the DON's major program challenges. In addition, efficiencies and quality of servicing were greatly impacted when the DON transitioned to a new EEO Service Delivery model in April 2013. With the goal of resolving this deficiency and raise compliance, the DON continued to issue complaints scorecards, provide regular feedback and dialogue with the commands/activities, and require consistent and effective collaboration with appropriate stakeholders. As reported above, the DON leadership demonstrated its commitment to a more timely and effective process by continuing the DASN (CHR)'s authorization of flexibilities from September 2014, which was the continuation of the flexibilities permitting the use of contract investigators. The flexibilities will remain in place until otherwise rescinded. Current data show that the use of contract investigators was one of the contributing factors in raising the commands' compliance to investigation requirements. Another significant contributing factor to the improvements in timely processing was the work of the DON Complaints Working Group. The group met regularly to track processing at the command/activity levels and discussed specific issues that posed as a barrier to a more efficient process.

Strengths - Efficiency:

- For the second time in five years, the DON has gone beyond the 50% mark of timely investigations completed. At the end of FY 2015, 85% of DON investigations were processed in a timely manner. In addition, in FY 2015, the DON completed the highest number of investigations when compared to the investigations completed over the last five years. However, even with the volume processed in FY 2015, the average processing days is at its lowest compared to the last four reporting period, a good indication the DON is on track towards raising compliance. The DON acknowledges that there is more work ahead to reach the goal of 100% timely investigations. The DON will leverage this year's positive change to further raise compliance. This is a result of the accountability that the complaints scorecards have created.
- The DON OEEEO has worked diligently on getting a DON wide Reasonable Accommodation (RA) electronic tracking system implemented for a number of years. While the RA tracking system test site has already been completed, due to the depleted

staff, this project did not make much progress in FY13. Late in FY 2014 following the selection of the new DON DPM, OEEO completed and submitted the necessary paperwork to the Office of Management and Budget (OMB) for approval. In order to comply with Executive order 13163, which requires agencies to track the processing of RA requests, the DON OEEO has already created the RA tracking system but has not yet received approval for use. By submitting this package to OMB, the DON is one step closer to having a fully operational tracking system for all reasonable accommodations. OMB approval is completely outside of the DON's control. Subsequent implementation of the DON-wide RA tracking system, following OMB approval, is planned for FY 2016.

Challenges - Efficiency:

- In FY 2015, there was an increase in timely-held counselings from 88% to 91%. The Complaints Working Group members were assigned the task of reviewing their Command's pre-complaint data, conducting an analysis into the areas of deficiency, creating an action plan to address the issue(s), and reporting on the progress at the working group meetings. The feedback received indicated that most of the issues with pre-complaint processing were not processing issues, but rather data input issues, meaning that information was not being entered into the complaints tracking system, which resulted in cases being reported as untimely. To mitigate this issue, commands worked with their servicing offices to ensure that cases were updated and current status was reflected. Some commands also raised staffing issues, specifically identifying that they did not have enough staff to keep up with the number of complaints filed through their offices or that they had new and/or inexperienced staff. These commands were referred back to their CDEEOOs to discuss resources and training opportunities. New EEO specialists were also encouraged to attend the complaints processing training sessions throughout the FY. The DON will continue to include pre-complaint processing in our FY 2016 plan in an effort to bring the DON closer to its ultimate goal of 100% timely pre-complaints. The increase in timely counseling is a direct result of the accountability that the complaints scorecards provide.
- As was noted in the section on FY 2015 command assessments, the DON Workplace Alternative Dispute Resolution (ADR) Program is not a fully-integrated program at the command level despite structural changes at the DON level in FY 2014. Currently, the program is housed in the DON Office of General Counsel with support from OCHR headquarters and the ADR Center of Excellence (CoE) at the OCHR Operations Center in Philadelphia. The CoE provides workplace mediation services and management to all DON commands with one-stop service for all workplace ADR. Requests for ADR have been streamlined to 10 working days or less; regional mediator pools are available; and the structure minimizes real and perceived conflicts of interest.

In the past, EEO was acknowledged as the primary user of ADR services. The command assessments found that this remains true at some commands. Now that structural changes have been made at the national level, command EEO and HR offices will need to raise awareness about ADR so that it will be used for Employee Relations/Labor Relations concerns as well as EEO complaints. It is anticipated that marketing and education on ADR will positively impact proactive prevention for EEO.

- While the establishment of the RA tracking system made huge progress by submitting the required package to OMB for approval as noted in the accomplishments above, the DON does not yet have a fully-operational tracking system for all reasonable

accommodations. OMB approval and subsequent implementation of the DON-wide tracking system is planned for FY 2016.

- In FY 2014, the DON reviewed EEOC's 462 Report and other agencies' MD 715 reports to identify best practices that the DON could use to improve the DON's posture in Essential Element E. One of the best practices that the DON adopted was to contract out FAD work to improve timely FAD issuance. This was approved by DON leadership and executed in FY 2015. DON leadership continued to fully support OEEEO's efforts to increase the timeliness of FAD issuance by continuing authorization of a contract for overdue cases throughout the FY.

There is still a lot of work ahead to bring the DON to 100% compliance. We will leverage improvements reported above to resolve the DON deficiency in complaints processing by way of the complaints scorecard, working group initiatives/efforts and engagement of appropriate stakeholders and senior leaders at the DON, major command and activity levels.

ESSENTIAL ELEMENT F: RESPONSIVENESS AND LEGAL COMPLIANCE

Strengths – Responsiveness and Legal Compliance:

- The DON was timely in submitting the FY 2015 462 report despite challenges created by an upgrade to the iComplaints tracking system that was not received. This resulted in manual tracking of 286 complaints.
- The DON was timely in loading the FY 2015 MD-715 submission into EEOC's FEDSEP tool. Commands were responsive and timely in their submission of their Annual EEO Program Assessments.
- Throughout FY 2015, the DON OEEEO sent data calls to meet the needs of the DON or DoD, the CDEEOOs and the command programs were consistently responsive in meeting the requested deadlines for information. These ranged widely from requests for information on upcoming special observance programs, to historical data on employment of individuals with disabilities.
- The DON timely complied with all case file requirements for cases pending hearing and appeals.
- Another area of concern in FY 2013 through FY 2015 was the issuance of Final Agency Decisions (FAD). Due to leadership support, the DON continued to approve a vehicle to contract out overdue cases. With these resources in place, the DON is confident that timeliness in this area will significantly improve in the years ahead based on past success.
- One of the most visible ways that the DON is responsive and holds commands accountable is through feedback on command MD-715 submissions annually. All aspects of a command's EEO program are considered as the DON EEO Office seeks to validate that commands have proven what they say they are doing to create a model EEO program. As was discussed in Element C, comprehensive assessments without

scorecards were completed in FY 2015. This was used as a tool to effectively continue to develop command programs, to assist EEO practitioners in understanding the DON's expectations of a model EEO program and to provide OEEEO with a more complete understanding of the challenges being faced at command programs. Despite the decision to forego command scorecards, the complaints processing scorecards continued to be provided, which created tangible accountability in this area.

- In accordance with EEOC's recent guidance and case law on sexual orientation and gender identity, the DON has required DON EEO processing offices to ensure complaints of discrimination on the basis of the individual's Lesbian, Gay, Bisexual and Transgender (LGBT) status are processed under Title VII of the Civil Rights Act of 1964 and through the federal sector EEO complaint process at 29 C.F.R. Part 1614 as claims of sex discrimination. In addition, the DON began tracking these complaints in FY 2015 as required by EEOC.
- The DON continues to ensure there is a clear delineation of roles/responsibilities between the EEO and agency representatives to avoid perceived and real conflicts of interest.

FY 2015 Command Reports

Within the DON structure, all 22 major commands submit an annual EEO Program Status Report, more commonly referred to as an MD-715 report, to OEEEO. The commands also respond to the DON OEEEO Part Hs and Is as appropriate. Information from the command reports is used to support the Parts E, G, H and I of the DON Annual EEO Program Assessment. The command EEO programs strongly identify with the DON OEEEO and as a result, they are responsive to the needs of the DON and other commands. Throughout FY 2015, the commands actively supported the work of the DON OEEEO through participation in working groups, providing training sessions and developing initiatives that could be duplicated by other commands. A full review of all command reports yielded many notable areas for FY 2015. A small number of these are highlighted below.

- The Naval Intelligence Activity (NIA) collaborated with other Intelligence Community Equal Employment Opportunity and Diversity (ICEEOD) Council to go beyond the basic DON SES EEO performance measure and have diversity and inclusion measurements incorporated in the SES performance evaluation. Once this is in place, the requirement will become an expectation of the whole DON Intelligence Community.
- Under the Strategic Systems Program (SSP) Director's guidance, the HR and the EEO Offices were tasked with developing and enhancing the human capital strategic plan. The plan formalizes the agency's intent to seek out and incorporate EEO officials' input into the command's decision-making process for strategic workforce planning, including initiatives that drive recruitment, succession planning, rewards and recognition, and selections for training/career development opportunities. The key to this is that it has been formalized.
- The Naval Sea Systems Command (NAVSEA) Commander and Executive Director issued "Living in an Ethical Enterprise – Commander's Intent." This Intent called for all NAVSEA employees to rededicate themselves to the ethical principles that guide daily business at NAVSEA including personal behavior. The NAVSEA Commander's Intent

provides a platform for EEO discussions on inclusion and creating an inclusive work environment.

- To improve accountability, the Naval Facilities Engineering Command (NAVFAC) introduced a standardized critical performance element for EEO Specialists that requires compliance with regulatory and DON goals for timely processing of discrimination complaints. A standardized critical performance element was also developed for timely reasonable accommodation request processing. NAVFAC anticipates that this will create increased accountability.
- Over the past few years, the DON commands have noted low participation of women in the workforce. This, in combination with a recent merit finding of discrimination, created greater awareness of the work environment for women in non-traditional careers within the DON. To that end, the U.S. Pacific Fleet Command (PACFLT) developed a barrier elimination plan for women in non-traditional careers. PACFLT is also leading a DON-wide effort in this regard. They have developed a site on the DON Portal with employee resources and will attempt to bring together employee resource groups from other commands that are also focusing on this concern.
- The collaborative work of the Navy Civilian Careers (NCC) Recruiter Partnership continues to be a dynamic partnership between the five Navy Systems Commands (NAVSEA, NAVAIR, NAVFAC, SPAWAR and NAVSUP). This collaborative effort creates cost efficiencies and applies best practices through joint participation at diversity recruiting events. Commands share their contacts with each other and track candidate interest beyond the events for return on investment.
- The Naval Air Systems Command (NAVAIR) continued to lead on a variety of significant initiatives which include the following:
 - Development of an analytical tool to enable easier analysis of raw applicant flow data from OPM's USA Staffing Tool. This was made available to other commands for their use in barrier analysis.
 - Development of a diversity dashboard to provide real-time snapshots of the workforce diversity posture. While this has only been introduced at NAVAIR, it is anticipated that it will be available to other commands for their duplication of the tool in order to conduct barrier analysis.
 - Demonstrations and instructions on making documents Section 508 compliant was deployed through a joint training initiative between NAVAIR, DoD, General Services Administration and the U.S. Access Board. Again, this assists with proactive prevention of discrimination of individuals with disabilities.
 - Creation of an interview handbook with tools to ensure managers conduct effective interviews was the result of partnering between NAVAIR's Women's Advisory Group and the Total Force Strategy and Management Department. This was another effort to prevent discrimination through education.

Department of Navy
EEO Program Status Report
FY 2015
PART E Attachment
WORKFORCE ANALYSIS



DON Workforce Analysis

DON Total Workforce ^{1, 2, 3}

In FY 2015, the DON total workforce was 246,497, which is a net change of 2.8% from FY 2014. Of that total, 199,359 were permanent Appropriated Fund (AF) employees; 3,883 were temporary Appropriated Fund employees and 43,255 were Non-Appropriated Fund (NAF) employees. Compared to the end of the prior year, this was a 4.39% net increase for permanent AF and a 3.0% net increase for temporary AF employees. Only NAF employees saw a net decrease (-3.97%) between the end of FY 2014 and the end of FY 2015. Changes in the number of AF employees are at least partially attributable to Operation Hiring Solutions, an initiative at the Office of Civilian Human Resources to meet the needs of the Department of Navy (DON) resulting from the hard hiring freeze in FY 2013 and FY 2014. Additional detail about Operation Hiring Solutions is available in the Part E Executive Summary of this report.

The Total Workforce numbers for FY 2015 exclude 17 male and 4 female permanent appropriated fund employees who did not self-identify their race, as well as 4 employees who did not self-identify their gender.

Table 1: Total Workforce Participation (AF & NAF) ^{4, 5}

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Participation Marker
Hispanic	Male	3.39%	↑ 3.50%	↑ 3.61%	⇒ 3.61%	↑ 3.72%	5.20%	1.48%	
	Female	2.61%	↑ 2.68%	↑ 2.79%	↓ 2.75%	↓ 2.74%	4.80%	2.06%	
White	Male	44.89%	↓ 44.63%	↓ 44.00%	↑ 44.73%	↑ 45.11%	38.30%		
	Female	19.96%	↓ 19.58%	↑ 19.60%	↓ 19.10%	↓ 18.67%	34.00%	15.33%	
Black	Male	7.51%	↑ 7.70%	↑ 7.83%	↓ 7.78%	↑ 7.93%	5.50%		
	Female	6.81%	↑ 6.82%	↑ 6.99%	↓ 6.84%	↓ 6.74%	6.60%		
Asian	Male	6.52%	↑ 6.53%	↑ 6.69%	↑ 6.72%	↑ 6.75%	2.00%		
	Female	4.71%	↓ 4.63%	↑ 4.81%	↓ 4.65%	↓ 4.47%	2.00%		
NHOPI	Male	1.00%	↑ 1.05%	↑ 1.07%	↑ 1.10%	↑ 1.13%	0.10%		
	Female	0.69%	↑ 0.71%	↑ 0.74%	↑ 0.77%	↓ 0.75%	0.10%		
AIAN	Male	0.41%	↓ 0.39%	↑ 0.57%	↑ 0.58%	↓ 0.57%	0.30%		
	Female	0.25%	↓ 0.24%	↑ 0.32%	↓ 0.31%	⇒ 0.31%	0.30%		

Table 1 provides a snapshot the overall participation rates at the close of FY 2015. It is inclusive of AF and NAF permanent and temporary employees for each major ethnic/racial group in the DON civilian workforce. As in the past, three groups - Hispanic males (HM), Hispanic females (HF) and White females (WF) are participating in the DON workforce at

¹ Analysis excludes Two or More Not Hispanic race

² Based on Analysis of Workforce Table A1 as of 30 Sept 2015

³ Includes Non-Appropriated Fund (NAF) data

⁴ Red blocks denote groups at less than 80% of the NCLF; Gray blocks denote groups at less than 100% of NCLF but at or above 80% of the NCLF

⁵ Participation markers with the trend line are in the right column of each chart to easily view the five-year trends. The NCLF marker is to the far right of the trend line.

significantly lower rates than they participate in the National Civilian Labor Force (NCLF). This has been a trend for more than five years and corresponds to current trends for Hispanic males and females in the Department of Defense (DoD) workforce. While HM remained 1.48% below the NCLF, they increased their percent of the DON workforce by 0.11% (510 employees). In FY 2015, although HF were participating at 2.74% of the workforce and WF were participating at 18.67%, these participation rates were significantly below the NCLF for HF by -2.06% and for WF by -15.33%. While HF dropped 0.01% and WF dropped 0.43% in participation rate within the DON workforce between FY 2014 and FY 2015, Operation Hiring Solutions increased the actual number of HF by 175 and the number of WF by 214. The two groups that are above the NCLF but showed a numeric drop in their raw numbers were Asian Females (ASF)(-114) and Native Hawaiian/Other Pacific Islander Females (NHOPIF) (-6). For ASF, this drop occurred in the NAF workforce where the work is more seasonal in nature.

Since FY12, the DON has analyzed AF and NAF workforce data separately because less data was available on the NAF employees. In FY 2015, the three major commands with NAF employees worked collaboratively with the DON Office of EEO to collect data and conduct a more thorough analysis of the NAF workforce data using data from 31 July 2014 through 30 June 2015. The delineating factor for AF and NAF employees is the billet's funding source. AF positions are paid from funding approved and received from Congress; while NAF positions are paid from revenue generated by "fee for services" provided by the Morale, Welfare and Recreation (MWR), Marine Corps Community Services (MCCS) and the Navy Exchange (NEX). In addition to different funding sources, AF and NAF employees are also governed by separate employment policies, practices and procedures. Only three of the 22 major commands in the DON have NAF employees. These commands are NV52 Commander, Navy Installations Command (MWR employees), NV27 U.S. Marine Corps (MCCS employees) and NV23 Naval Supply Systems Command (NEX employees). The full report on the analysis of NAF data will be provided as a separate section at the end of the Part E Workforce Analysis.

DON Appropriated Fund (AF) Workforce Analysis^{1,2}

DON Permanent AF Employees

As was previously noted, the money that funds AF employees comes through funding allocated by legislation, passed by Congress and signed by the President. Appropriated funds are detailed annually in Congress's budget or most recently, through continuing resolution. This money comes primarily from Federal taxes and funds the majority of the DON's civilian workforce.

Table 2 provides a snapshot of the permanent AF employees in the DON workforce at the end of FY 2015. The groups that fall below the 2010 NCLF include HM, HF, WF, Black Females (BF), and American Indian/Alaskan Native Females (AIANF). These are the same groups that were below the NCLF for the past five years. In FY 2015, HM improved by 0.11% while the other four groups that are below the NCLF dropped by the following amounts: HF (-0.01%), WF (-0.35%), BF (-0.04%), AIANF (-0.25%). While still above the NCLF, ASF, NHOPIF, and AIANM experienced a drop in their participation rates. It should be noted that the three groups of most concern in the AF Permanent workforce continue to be HM, HF and WF.

Table 2: Permanent AF Participation Rate ^{4, 5, 6}

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Participation Marker
Hispanic	Male	3.32%	↑ 3.48%	↑ 3.63%	↑ 3.65%	↑ 3.76%	5.20%	1.44%	
	Female	1.62%	↑ 1.68%	↑ 1.69%	↓ 1.68%	↓ 1.67%	4.80%	3.13%	
White	Male	51.29%	↓ 51.06%	↓ 50.90%	↑ 51.44%	↑ 51.49%	38.30%		
	Female	18.18%	↓ 17.69%	↓ 17.43%	↓ 17.11%	↓ 16.76%	34.00%	17.24%	
Black	Male	7.66%	↑ 7.90%	↑ 8.12%	↓ 8.06%	↑ 8.25%	5.50%		
	Female	5.45%	↓ 5.41%	↑ 5.48%	↓ 5.32%	↓ 5.28%	6.60%	1.32%	
Asian	Male	6.74%	⇒ 6.74%	↑ 7.01%	↑ 7.03%	↑ 7.07%	2.00%		
	Female	2.71%	↓ 2.63%	↑ 2.76%	↓ 2.71%	↓ 2.64%	2.00%		
NHOPI	Male	0.92%	↑ 0.98%	↑ 1.00%	⇒ 1.00%	↑ 1.04%	0.10%		
	Female	0.36%	↑ 0.38%	⇒ 0.38%	⇒ 0.38%	↓ 0.37%	0.10%		
AIAN	Male	0.44%	↓ 0.43%	↑ 0.65%	↑ 0.66%	↓ 0.64%	0.30%		
	Female	0.19%	↓ 0.17%	↑ 0.27%	↓ 0.25%	⇒ 0.25%	0.30%	0.05%	

DON Temporary AF Employees

Between FY 2014 and FY 2015, AF temporary employees in the DON workforce grew by 3.0% or 113 employees. At 3,883 employees, the AF temporary employees are less than 2% of the total AF workforce; without a separate analysis it is impossible to tell if the AF temporary employees are impacting the data on AF permanent employees or if the larger number of permanent employees is masking a trend that may be occurring within this group. Table 3 shows the participation rate of temporary AF employees by gender and demographic group. The groups with low participation that are at less than 80% of the NCLF include HM, HF, WF and BF. There are two notable differences between the FY 2014 and FY 2015 AF temporary employee data. The FY 2015 data reflects that both BM and AIANM increased in percentage of the workforce such that these groups are now above the NCLF.

⁶ Analysis excludes data for “Two or more races not Hispanic” (TM): TM Males 0.54%; TM Females 0.24%

Table 3: Temporary Appropriated Fund Participation Rate ^{4, 5, 7}

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Participation Marker
Hispanic	Male	2.97%	↓ 2.26%	↓ 2.18%	↑ 2.60%	↑ 3.40%	5.20%	1.80%	
	Female	2.34%	↑ 2.46%	↑ 2.50%	↓ 2.18%	↓ 2.11%	4.80%	2.69%	
White	Male	45.91%	↓ 45.82%	↑ 49.81%	↑ 51.35%	↑ 50.55%	38.30%		
	Female	24.46%	↑ 25.25%	↓ 22.86%	↑ 22.94%	↓ 22.61%	34.00%	11.39%	
Black	Male	5.87%	↓ 5.10%	↑ 5.21%	↑ 5.38%	↑ 5.72%	5.50%		
	Female	5.74%	↑ 5.88%	↓ 5.07%	↓ 5.04%	⇒ 5.07%	6.60%	1.53%	
Asian	Male	3.68%	↑ 3.82%	↑ 4.15%	↓ 3.00%	↓ 2.96%	2.00%		
	Female	5.04%	↑ 5.57%	↑ 5.64%	↓ 5.23%	↓ 4.76%	2.00%		
NHOPI	Male	0.58%	↑ 0.59%	↓ 0.57%	↑ 0.80%	↑ 0.85%	0.10%		
	Female	0.67%	↓ 0.49%	↓ 0.48%	↓ 0.34%	↓ 0.39%	0.10%		
AIAN	Male	0.42%	↓ 0.34%	↑ 0.46%	↓ 0.29%	↑ 0.54%	0.30%		
	Female	0.41%	↓ 0.32%	↑ 0.44%	↓ 0.34%	↑ 0.59%	0.30%		

DON AF Major Occupations ^{8, 9}

Based on the A-6 Table (permanent and temporary AF employees), the top ten major occupational series (MOS) have been analyzed for low participation rates. These series comprise 33.25% of the DON FY 2015 AF workforce, which is slightly less than they did in FY 2014. The tables below (Table 5-14) show each of the top ten MOS but only display demographic groups identified with significantly low participation rates. For the purposes of the MD-715, the DON has defined “significantly low” as less than 80% of the Occupational Civilian Labor Force (OCLF). These are the areas where the DON continues to focus its attention especially when the series are ones for which candidates are recruited nationally.

As in FY 2014, all DON groups in FY 2015 except NHOPI males had low participation in at least one of the top ten MOS. HM, HF, WM, WF, AIANM and AIANF have low participation in five or more of the top ten series, but the group with the most significant low participation rate compared to the OCLF for the DON’s top ten MOS is HF. HF participated at less than 80% in six of the DON’s top ten MOS. HM, AIANM and AIANF participate at less than 80% of the OCLF in four of the DON’s top ten MOS.

Table 5 – Information and Technology Management (2210) ^{4, 5, 9, 10} *Total Employees: 10,104*

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
Hispanic	Male	2.96%	↑ 3.33%	↑ 3.81%	↑ 3.83%	↑ 4.29%	5.30%	1.01%	+102	
Hispanic	Female	1.45%	↓ 1.37%	↑ 1.45%	↑ 1.57%	↓ 1.46%	2.10%	0.64%	+65	
White	Female	20.53%	↓ 19.10%	↓ 18.40%	↓ 17.52%	↓ 16.23%	21.10%	4.87%	+492	

⁷ Analysis excludes data for TM: TM Males 0.18%; TM Females 0.26%

⁸ Excludes Non-Appropriated Fund (NAF) data

⁹ Based on Table A-6 (AF Permanent and Temporary data) 30 Sept 2015

Table 6 – Management Program Analysis (0343) ^{4, 5, 9, 10}

Total Employees: 10,067

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
White	Male	38.20%	↑38.41%	↑38.81%	↑39.32%	↓39.13%	49.10%	9.97%	+1,004	
Asian	Male	1.95%	↑2.12%	↑2.38%	↑2.47%	↑2.54%	3.40%	0.86%	+87	

Table 7 – Electronics Engineering (0855) ^{4, 5, 9, 10}

Total Employees: 8,137

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
White	Male	63.84%	↓63.05%	↓62.16%	↓61.86%	↓61.46%	71.10%	9.64%	+784	
Black	Male	3.66%	↑3.83%	↑3.97%	⇒3.97%	↑4.20%	4.30%	0.10%	+8	
AIAN	Male	0.27%	↑0.30%	↑0.41%	↓0.35%	↑0.39%	0.50%	0.11%	+9	

Table 8 – Mechanical Engineering (0830) ^{4, 5, 9, 10}

Total Employees: 6,911

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
White	Male	74.39%	↓73.94%	↓73.31%	↓72.20%	↓70.84%	78.80%	7.96%	+550	
Black	Male	2.54%	↑2.66%	↑2.78%	↓2.67%	↑2.73%	3.50%	0.77%	+53	

Table 9 – Engineering Technician (0802) ^{4, 5, 9, 10}

Total Employees: 6,400

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
Hispanic	Male	3.13%	↑3.26%	↑3.60%	↓3.52%	↑3.59%	7.00%	3.41%	+218	
Hispanic	Female	0.23%	↑0.24%	↓0.22%	↑0.24%	↓0.23%	1.60%	1.37%	+88	
White	Female	7.04%	↓6.80%	↓5.79%	↑5.88%	↑5.98%	12.90%	6.92%	+443	
Black	Male	5.64%	↑5.81%	↑6.21%	↑6.41%	⇒6.41%	6.80%	0.39%	+25	
Black	Female	0.71%	↑0.76%	↑0.82%	↑0.90%	↑0.94%	2.20%	1.26%	+81	
Asian	Female	0.61%	↓0.60%	↓0.51%	↓0.47%	⇒0.47%	1.90%	1.43%	+92	
AIAN	Female	0.05%	↓0.03%	↑0.05%	⇒0.05%	↓0.03%	0.20%	0.17%	+11	

Table 10 – Logistics Management (0346) ^{4, 5, 9, 10}

Total Employees: 5,664

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
Hispanic	Male	2.80%	↑3.05%	↑3.21%	↑3.34%	↑3.58%	5.00%	1.42%	+80	
Hispanic	Female	1.95%	↑2.16%	↑2.18%	↑2.26%	↓2.15%	2.80%	0.65%	+37	
White	Female	22.72%	↓21.84%	↓21.20%	↓20.47%	↓19.49%	24.20%	4.71%	+267	
Black	Male	6.85%	↑7.26%	↑7.94%	↑8.03%	↑8.93%	10.00%	1.07%	+61	
NHOPI	Female	0.14%	↓0.12%	↓0.08%	⇒0.08%	↓0.07%	0.10%	0.03%	+2	
AIAN	Male	0.35%	↑0.41%	↑0.62%	↓0.59%	↑0.60%	0.60%		0	
AIAN	Female	0.20%	↑0.21%	↑0.27%	↓0.25%	↑0.32%	0.60%	0.28%	+16	

Table 11 – Financial Administration and Program (0501) ^{4, 5, 9, 10} *Total Employees: 5,458*

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
Hispanic	Male	1.61%	↑ 1.77%	↑ 1.88%	↑ 1.94%	↑ 2.13%	3.80%	1.67%	+91	
Hispanic	Female	3.77%	↑ 3.92%	↑ 4.11%	↓ 4.00%	↑ 4.23%	5.80%	1.57%	+86	
White	Male	18.93%	↑ 19.11%	↓ 19.08%	↑ 19.61%	↑ 20.15%	32.90%	12.75%	+696	
AIAN	Male	0.15%	↓ 0.09%	↑ 0.26%	↓ 0.24%	↓ 0.20%	0.30%	0.10%	+5	
AIAN	Female	0.28%	↓ 0.20%	↑ 0.28%	↑ 0.37%	↓ 0.35%	0.80%	0.45%	+25	

Table 12 – General Engineering (0801) ^{4, 5, 9, 10} *Total Employees: 5,297*

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
Hispanic	Male	2.84%	↑ 3.18%	↑ 3.30%	↑ 3.39%	↑ 3.55%	4.00%	0.45%	+24	
Hispanic	Female	0.40%	↑ 0.45%	↑ 0.58%	↑ 0.65%	↑ 0.68%	0.70%	0.02%	+1	
White	Male	70.15%	↓ 69.60%	↓ 69.48%	↓ 69.02%	↓ 68.02%	71.00%	2.98%	+158	
Asian	Male	8.15%	↓ 8.00%	↓ 7.58%	↑ 7.94%	↓ 7.93%	9.20%	1.27%	+67	
AIAN	Male	0.25%	⇒ 0.25%	↑ 0.48%	↓ 0.39%	↓ 0.38%	0.50%	0.12%	+6	
AIAN	Female	0.00%	⇒ 0.00%	↑ 0.06%	↑ 0.08%	↑ 0.09%	0.10%	0.01%	+1	

Table 13 – Contracting (1102) ^{4, 5, 9, 10} *Total Employees: 4,830*

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
Hispanic	Male	1.50%	↑ 1.78%	↑ 1.95%	↓ 1.91%	↑ 2.15%	3.40%	1.49%	+60	
Hispanic	Female	3.01%	↓ 2.97%	↓ 2.92%	↑ 2.98%	↓ 2.90%	3.80%	0.82%	+43	
White	Male	30.09%	↑ 30.54%	↑ 30.89%	↑ 31.49%	↓ 30.97%	38.30%	6.81%	+354	
White	Female	38.43%	↓ 37.37%	↓ 36.69%	↓ 36.05%	↓ 35.82%	41.70%	5.65%	+284	
AIAN	Male	0.09%	↑ 0.11%	↑ 0.27%	↑ 0.29%	↑ 0.31%	0.40%	0.11%	+4	
AIAN	Female	0.30%	↓ 0.24%	↑ 0.52%	↓ 0.45%	↓ 0.43%	0.50%	0.05%	+3	

Table 14 – Misc. Administration/Program (0301) ^{4, 5, 9, 10} *Total Employees: 4,703*

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	Difference in % CLF Less FY15	Difference in # CLF Less FY15	Participation Marker
Hispanic	Female	2.38%	↑ 2.78%	↓ 2.69%	↑ 2.72%	↓ 2.68%	5.70%	3.02%	+142	
White	Female	26.54%	↓ 26.11%	↓ 25.08%	↓ 24.44%	↑ 24.77%	44.10%	19.33%	+909	
Black	Female	6.92%	↓ 6.80%	↑ 7.02%	↑ 7.22%	↓ 6.97%	8.70%	1.73%	+81	
Asian	Female	2.09%	↑ 2.44%	↓ 2.25%	↑ 2.38%	↓ 2.17%	3.60%	1.43%	+67	
AIAN	Female	0.29%	↑ 0.54%	↓ 0.44%	↑ 0.45%	↑ 0.53%	0.60%	0.07%	+3	

Tables 5-14 provided a snap shot of current employees in the DON's major occupational series based on the A-6 Table. To gain a better understanding of the dynamics of what is occurring within each MOS, a look at the A-7 based on FY 2015 voluntary applicant flow data shows the following for each series:

- For the 2210 series, WM and WF were identified, qualified and selected below their OCLFs. WF were selected at less than 80%.
- For the 0343 series, WM and WF were identified, qualified and selected below 80% of their OCLFs.

- For the 0855 series, WM were identified, qualified and selected below 80% of the OCLF for the 0855 series. WF were selected below 80% of their OCLF.
- For the 0830 series, WM were identified, qualified and selected below 80% of their OCLF for the 0830 series. BM were selected below 80% of their OCLF.
- For the 0802 series, HF, WF and ASF were identified, qualified and selected below 80% of their OCLFs. WM were identified and qualified at lower than the OCLF but they were selected at a rate higher than the OCLF.
- For the 0346 series, WM, WF, NHOPIM, NHOPIF and AIANF were identified, qualified and selected below their OCLFs.
- For the 0501 series, WM, WF and AIANF were identified, qualified and selected below their OCLFs for the 0501 series.
- For the 0801 series, WM and AIANM were identified and qualified below their OCLFs. WM were selected at a lower rate than their OCLF, while AIANM were selected at a higher rate than their OCLF.
- For the 1102 series, WM and WF were identified, qualified and selected below their OCLFs.
- For the 0301 series, WM, WF and ASF were identified, qualified and selected below their OCLFs.

While the DON reviews the AFD, it also realizes that the limited number of applicants who voluntarily provide information is small which makes the value of the data somewhat questionable.

Appropriated Fund (AF) Accessions

Table 15 shows the number of AF new hires in FY 2015. During FY 2015 the DON's Office of Civilian Human Resources worked on Operation Hiring Solutions (OHS). The focus of OHS was to fill identified needs for talent quickly and with the best candidates after nearly two years of limited hiring due to federal budget concerns. A total of 22,709 new hires were added to the DON workforce in FY 2015.

All groups saw a numerical increase in the number of new employees with only WM and WF experiencing a drop in the percentage of accessions. The majority of the FY 2015 accessions (52.67%) were WM. In FY 2015, the accession rates for HM, HF, WF, and BF were below the NCLF. The numerical net gain/loss between accessions and separations in FY 2015 was a gain for all groups, but there was a drop in the percentage of difference between accessions and separations for WM, NHOPIM and AIANM between FY 2014 and FY 2015.

Table 15 – AF Accessions ^{8, 10, 11}

Total AF Accessions: 22,709

RNO	Gender	National CLF (2010)	Accessions				Net Gain/Loss (Accessions less Separations)			
			FY 2014		FY 2015		FY 2014		FY 2015	
			#	%	#	%	#	%	#	%
Hispanic	Male	5.20%	351	2.67%	↑ 705	↑ 3.10%	-140	-0.73%	↑ 354	↑ -0.10%
	Female	4.80%	147	1.12%	↑ 286	↑ 1.26%	-135	-0.83%	↑ 76	↑ -0.65%
White	Male	38.30%	7696	58.59%	↑ 11961	↓ 52.67%	656	9.83%	↑ 6583	↓ 3.69%
	Female	34.00%	2407	18.32%	↑ 4005	↓ 17.64%	-663	-2.94%	↑ 1783	↑ -2.59%
Black	Male	5.50%	822	6.26%	↑ 1936	↑ 8.53%	-295	-1.48%	↑ 1096	↑ 0.88%
	Female	6.60%	458	3.49%	↑ 1122	↑ 4.94%	-379	-2.31%	↑ 505	↑ -0.68%
Asian	Male	2.00%	652	4.96%	↑ 1433	↑ 6.31%	-119	-0.38%	↑ 750	↑ 0.09%
	Female	2.00%	232	1.77%	↑ 482	↑ 2.12%	-154	-0.90%	↑ 164	↑ -0.78%
NHOPI	Male	0.10%	143	1.09%	↑ 272	↑ 1.20%	26	0.28%	↑ 170	↓ 0.27%
	Female	0.10%	31	0.24%	↑ 79	↑ 0.35%	-22	-0.13%	↑ 30	↑ -0.10%
AIAN	Male	0.30%	77	0.59%	↑ 136	↑ 0.60%	-34	-0.18%	↑ 40	↓ -0.27%
	Female	0.30%	17	0.13%	↑ 72	↑ 0.32%	-50	-0.33%	↑ 32	↑ -0.04%

Appropriated Fund (AF) Separations

In FY 2015, the DON had a total of 10,981 separations in the appropriated fund (AF) workforce. Table 16 shows AF separations by group as compared to the AF participation rate of the group within the DON workforce. In FY 2015, all groups had real separations (raw numbers) that were less than in the prior year, although WM, ASM, ASF, NHOPI, NHOPIF, AIANM each had a higher percentage of the total DON separations than they had in the prior year. The greatest concern with AF separations is for HF, WF, BF, NOHPIF, AIANM and AIANF because these groups are separating at a higher rate than their participation rate in the workforce. Over time, a trend like this becomes problematic if accessions do not outpace the group’s participation and separation rates in the workforce. Currently the percentage of the DON’s AF separations for the six groups mentioned previously (HF, WF, BF, NOHPIF, AIANM and AIANF) is higher than the percentage of the DON’s accessions for these groups. This needs to be monitored for the future.

In FY 2015, WF, BF, ASM, ASF, and AIANF were voluntarily separating at a higher rate than their group’s total separation rate (see Workforce Table A-14 for AF.) In addition, the Reduction in Force (RIF) that occurred in FY 2015 impacted WM the most. While there were only 15 employees in the RIF, 60% (9) were WM and 20% (3) were WF. The others included one BM, one BF and one AIANM.

¹⁰ Based on Workforce Table A-8 (AF) 30 Sept 2015

¹¹ Analysis excludes data for “Two or more races not Hispanic” (TM):
 FY 2014 TM Males 72, TM Females 31; FY 2015 TM Males 151, TM Females 69

Table 16 – AF Separations ^{8, 12, 13}

Total AF Separations: 10,981

RNO	Gender	Total DON AF Participation Current FY	Separations				Net Gain/Loss (Accessions less Separations)			
			FY 2014		FY 2015		FY 2014		FY 2015	
			#	%	#	%	#	%	#	%
Hispanic	Male	3.75%	491	3.40%	↓ 351	↓ 3.20%	-140	-0.73%	↑ 354	↑ -0.10%
	Female	1.68%	282	1.95%	↓ 210	↓ 1.91%	-135	-0.83%	↑ 76	↑ -0.65%
White	Male	51.48%	7040	48.76%	↓ 5378	↑ 48.98%	656	9.83%	↑ 6583	↓ 3.69%
	Female	16.87%	3070	21.26%	↓ 2222	↓ 20.23%	-663	-2.94%	↑ 1783	↑ -2.59%
Black	Male	8.21%	1117	7.74%	↓ 840	↓ 7.65%	-295	-1.48%	↑ 1096	↑ 0.88%
	Female	5.27%	837	5.80%	↓ 617	↓ 5.62%	-379	-2.31%	↑ 505	↑ -0.68%
Asian	Male	6.99%	771	5.34%	↓ 683	↑ 6.22%	-119	-0.38%	↑ 750	↑ 0.09%
	Female	2.68%	386	2.67%	↓ 318	↑ 2.90%	-154	-0.90%	↑ 164	↑ -0.78%
NHOPI	Male	1.04%	117	0.81%	↓ 102	↑ 0.93%	26	0.28%	↑ 170	↓ 0.27%
	Female	0.37%	53	0.37%	↓ 49	↑ 0.45%	-22	-0.13%	↑ 30	↑ -0.10%
AIAN	Male	0.64%	111	0.77%	↓ 96	↑ 0.87%	-34	-0.18%	↑ 40	↓ -0.27%
	Female	0.25%	67	0.46%	↓ 40	↓ 0.36%	-50	-0.33%	↑ 32	↑ -0.04%

DON Non-Appropriated Fund Workforce Analysis ¹⁴

The second major category of DON employees includes those who are employed through the use of non-appropriated funds. Non-Appropriated Funds (NAF) refers to money earned by government agencies, not allocated through the U.S. annual federal budget process. For example, the Navy and Marine Corps Exchanges sell products commonly found in privately-owned businesses and they use the revenue from those sales to pay overhead costs, employee’s salaries, marketing campaigns, etc.

In the DON, three major commands oversee the DON NAF workforce: Marine Corps (MARCORP), Commander, Navy Installations Command (CNIC) and Naval Supply Systems Command (NAVSUP). The primary mission of the DON NAF workforce is to provide authorized customers with quality goods and services at a savings and to support Navy quality of life programs for active duty military, retirees, reservists and their families. The DON NAF workforce operates military exchanges, Navy Gateway Inns & Suites, Navy Lodges, Navy and Marine Corps Morale, Welfare, and Recreation Offices, and other services that directly impact DON Sailors and Marines. Some of the NAF workforce is seasonal, so there can be wide differences in the workforce size, separations and accessions based on the time of year that the data is pulled. The DON’s FY 2014 Annual Assessment of the EEO Program was the first time that the commands with NAF employees attempted to analyze this data. The data was incomplete because it is not housed in the primary data system used by the DON. During the third and fourth quarters of FY 2015, the Command Deputy EEO Officers for the three commands with NAF employees collaborated to pull together their NAF data from the past five years. Thanks to their efforts, what follows is the best NAF employee data that the DON has had for analysis to date. The data used in this analysis is from 31 July 2014 to 30 June 2015.

¹² Based on Workforce Table A-14 (AF)

¹³ Analysis excludes data for “Two or more races not Hispanic” (TM):

FY 2014 TM Males 43, TM Females 53; FY 2015 TM Males 34, TM Females 41

¹⁴ Excludes DON Appropriated Fund (AF) data

Because of this, the data does not match the end of FY 2015 data as found in the A/B Tables. Nonetheless, this report on NAF employees provided the next step in completing an in-depth analysis of this segment of the DON's workforce. At the close of FY 2015, NAF employees represent 17.55% of the DON's total workforce.

DON NAF Analysis (31 July 2014 – 30 June 2015)

As of 30 June 2015, the DON NAF total workforce was 45,304, a 0.10% increase from FY 2014. Of that total, 29,841 (66%) were permanent NAF employees and 15,463 (34%) were temporary employees. This is in contrast to the DON's AF workforce where approximately 2% are temporary employees. The large difference in percentages of temporary employees between NAF and AF can be explained by the retail business models used by MARCORP, CNIC and NAVSUP in their respective NAF operations. The majority of revenue collected through DON NAF business operations comes directly from retail services like the exchanges, lodging establishments, and morale, welfare, and recreation offices. Much like private sector retailers, DON retail services experience significant increases in customers at regular times each year. For example, exchanges need temporary employees to help handle the holiday rush from fall through early winter. Morale, welfare, and recreation offices need temporary employees to help handle the outdoor rush from spring through fall. The DON NAF operations rely heavily on a temporary workforce to meet mission goals and requirements.

The increase in the NAF workforce between FY 2014 and FY 2015 occurred with permanent employees only. The percent of change for permanent NAF employees was +3.07%, while the percent of change for temporary NAF employees was -6.18% between FY 2014 and FY 2015.

Table 17: Total Non-Appropriated Fund (NAF) Workforce Participation Rate ^{4, 5, 14, 15}

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Performance Marker
Hispanic	Male	3.77%	↓ 3.75%	↓ 3.63%	↓ 3.54%	↓ 3.47%	5.20%	1.73%	
	Female	7.00%	↑ 7.08%	↑ 7.34%	↓ 7.28%	↑ 7.55%	4.80%		
White	Male	16.16%	↑ 16.42%	↓ 15.93%	↓ 15.81%	↓ 15.59%	38.30%	22.71%	
	Female	27.30%	↓ 27.08%	↑ 27.60%	↓ 27.37%	↓ 27.36%	34.00%	6.64%	
Black	Male	7.00%	↑ 7.14%	↓ 6.84%	↓ 6.75%	↓ 6.67%	5.50%		
	Female	13.07%	↑ 13.12%	↑ 13.37%	↑ 13.51%	↑ 13.58%	6.60%		
Asian	Male	5.92%	↑ 5.96%	↓ 5.73%	↓ 5.71%	↓ 5.55%	2.00%		
	Female	13.72%	↓ 13.22%	↓ 13.03%	↓ 12.74%	↓ 12.67%	2.00%		
NHOPI	Male	1.45%	↓ 1.42%	↑ 1.48%	↑ 1.54%	⇒ 1.54%	0.10%		
	Female	2.13%	↑ 2.21%	↑ 2.33%	↑ 2.47%	↑ 2.48%	0.10%		
AIAN	Male	0.25%	↓ 0.24%	↑ 0.26%	⇒ 0.26%	↑ 0.28%	0.30%	0.02%	
	Female	0.48%	↑ 0.52%	↑ 0.53%	↓ 0.52%	↑ 0.57%	0.30%		
2+	Male	0.68%	↑ 0.73%	↑ 0.73%	↑ 0.98%	↑ 1.01%	0.40%		
	Female	1.11%	↑ 1.10%	↑ 1.20%	↑ 1.51%	↑ 1.67%	0.40%		

Table 17 shows the overall participation rates, inclusive of NAF permanent and temporary employees, for each major ethnic/racial group in the DON civilian workforce. Three groups – Hispanic Males (HM), White Males (WM) and White Females (WF) participate in the DON workforce at lower rates than they participate in the National Civilian Labor Force (NCLF). This

¹⁵ Data is as of 30 June 2015

has been the trend for the past five years. HM and WM saw slight drops in their participation rates equating to changes of -0.07% and -0.22%, respectively, compared to FY 2014. HM and WM have steadily decreased every year since FY12. WF saw virtually no change in the workforce participation rate compared to FY 2014.

NAF Permanent Employees

Table 18 provides a snapshot of the permanent NAF employees in the DON workforce. The groups that fall below the 2010 NCLF include HM, WM, WF and American Indian/Alaskan Native Males (AIANM). These are the same groups that were below the NCLF in FY 2014. In FY 2015, HM and AIANM saw small increases in workforce participation rates (0.06% and 0.02%, respectively), while WM decreased by 0.44% and WF remained the same as in the prior year. Black Males (BM), Asian Males (ASM), and Asian Females (ASF) experienced drops in their participation rates but still remained above the NCLF. Similar to the AF workforce, the NAF workforce is primarily concerned about three groups: HM, WM, and WF. The three groups of concern in the AF workforce are very similar with the only difference being HF rather than WM.

Table 18: Permanent Non-Appropriated Fund (NAF) Participation Rate ^{4, 5, 14, 15}

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Performance Marker
Hispanic	Male	3.59%	↑ 3.62%	↓ 3.54%	↓ 3.44%	↑ 3.50%	5.20%	1.70%	
	Female	6.85%	↑ 7.03%	↑ 7.12%	↑ 7.26%	↑ 7.53%	4.80%		
White	Male	16.18%	↓ 16.03%	↓ 15.58%	⇒ 15.58%	↓ 15.14%	38.30%	23.16%	
	Female	26.56%	↓ 26.08%	↑ 26.77%	↑ 26.88%	⇒ 26.88%	34.00%	7.12%	
Black	Male	6.44%	↑ 6.51%	↓ 6.39%	↑ 6.40%	↓ 6.35%	5.50%		
	Female	13.20%	↑ 13.22%	↑ 13.44%	↑ 13.56%	↑ 13.66%	6.60%		
Asian	Male	5.94%	↑ 6.01%	↓ 5.85%	↓ 5.70%	↓ 5.54%	2.00%		
	Female	15.57%	↓ 15.23%	↓ 14.91%	↓ 14.38%	↓ 14.16%	2.00%		
NHOPI	Male	1.35%	↑ 1.50%	↓ 1.49%	⇒ 1.49%	↑ 1.57%	0.10%		
	Female	2.00%	↑ 2.27%	↑ 2.31%	↑ 2.37%	↑ 2.48%	0.10%		
AIAN	Male	0.23%	↓ 0.21%	↑ 0.22%	↓ 0.21%	↑ 0.23%	0.30%	0.07%	
	Female	0.45%	↑ 0.49%	↓ 0.46%	↓ 0.44%	↑ 0.48%	0.30%		
2+	Male	0.61%	↑ 0.67%	↑ 0.72%	↑ 0.91%	↑ 0.92%	0.30%		
	Female	1.05%	↑ 1.13%	↑ 1.21%	↑ 1.38%	↑ 1.55%	0.30%		

NAF Temporary Employees

Between 2014 and 2015, NAF temporary employees in the DON workforce decreased by 6.18% equating to a loss of 1018 employees. In the past, these employees were analyzed with the permanent NAF employees. Table 19 shows the participation rate of temporary NAF employees by gender and demographic group. The Temporary NAF employees follow a pattern similar to the permanent NAF employees in that the groups with low participation in this segment of the workforce include HM, WM, and WF, although the situation for WF is not as significant as for HM and WM.

Table 19: Temporary Non-Appropriated Fund (NAF) Participation Rate ^{4, 5, 14, 15}

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Performance Marker
Hispanic	Male	4.06%	↓ 3.97%	↓ 3.79%	↓ 3.72%	↓ 3.43%	5.20%	1.77%	
	Female	7.24%	↓ 7.17%	↑ 7.72%	↓ 7.32%	↑ 7.60%	4.80%		
White	Male	16.12%	↑ 17.02%	↓ 16.53%	↓ 16.20%	↑ 16.46%	38.30%	21.84%	
	Female	28.52%	↑ 28.64%	↑ 29.06%	↓ 28.24%	↑ 28.29%	34.00%	5.71%	
Black	Male	7.86%	↑ 8.13%	↓ 7.61%	↓ 7.37%	↓ 7.29%	5.50%		
	Female	12.86%	↑ 12.96%	↑ 13.24%	↑ 13.42%	→ 13.42%	6.60%		
Asian	Male	5.90%	⇒ 5.90%	↓ 5.54%	↑ 5.72%	↓ 5.57%	2.00%		
	Female	10.68%	↓ 10.07%	↓ 9.77%	↑ 9.88%	↓ 9.80%	2.00%		
NHOP	Male	1.62%	↓ 1.29%	↑ 1.48%	↑ 1.62%	↓ 1.47%	0.10%		
	Female	2.34%	↓ 2.12%	↑ 2.35%	↑ 2.65%	↓ 2.48%	0.10%		
AIAN	Male	0.28%	↑ 0.29%	↑ 0.34%	↑ 0.35%	↑ 0.37%	0.30%		
	Female	0.52%	↑ 0.57%	↑ 0.65%	↑ 0.66%	↑ 0.74%	0.30%		
2+	Male	0.79%	↑ 0.83%	↑ 0.74%	↑ 1.11%	↑ 1.18%	0.30%		
	Female	1.21%	↑ 1.04%	↑ 1.19%	↑ 1.75%	↑ 1.90%	0.30%		

DON NAF Permanent Employee Major Occupations

The top seven major occupational series (MOS) for NAF permanent employees have been analyzed for low participation rates on Tables 20 - 26. These series make up 61% of the DON NAF workforce. The tables provided for each of the top seven MOS only display demographic groups with low or significantly low participation rates identified. For the purposes of the MD-715, the DON has defined low participation as any participation rate between 80% and less than 100% of the OCLF and is noted with gray. “Significantly low participation” is defined as any participation rate that is less than 80% of the Occupational Civilian Labor Force (OCLF) and is noted with red. These are the areas where the DON focuses its attention.

All groups in the DON NAF workforce have low participation in at least one of the top major occupational series with the exception of Black Females (BF), Asian Females (ASF), Native Hawaiian/Pacific Islander Males and Females (NHOPIM & NHOIPF) and Two or More Races (not Hispanic) Males and Females (2+M & 2+F). WF have low participation in all of the top seven MOS, with WM low in six of the MOS, HM low in five of the MOS, AIANM low in four of the MOS, BM and HF low in three of the MOS, and AIANF low in two MOS. As was noted in the discussion on the permanent NAF workforce, those groups with the most significant low participation rates are WM, WF, and HM. These groups are represented at less than 80% of the MOS OCLF in five or more of the DON NAF top seven occupational series.

Table 20: Sales Store Clerical (2091) ^{4, 5, 14, 15}

Total Employees: 6,695

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Parity	Performance Marker
Hispanic	Male	2.49%	↓ 2.30%	↓ 2.24%	↓ 2.02%	↓ 1.97%	5.20%	3.23%	+216	
White	Male	7.78%	↓ 7.61%	↓ 7.58%	↓ 7.35%	↑ 7.72%	36.10%	28.38%	+1900	
	Female	25.71%	↓ 25.62%	↑ 25.78%	↓ 25.08%	↑ 25.53%	35.90%	10.37%	+695	
Black	Male	4.74%	↑ 4.74%	↑ 4.89%	↑ 4.63%	↑ 4.69%	5.00%	0.31%	+21	
AIAN	Male	0.10%	↓ 0.08%	⇒ 0.08%	↓ 0.06%	↑ 0.09%	0.40%	0.31%	+21	

Table 21: Education & Training Tech. (1702) ^{4, 5, 14, 15}

Total Employees: 6,517

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Parity	Performance Marker
Hispanic	Male	0.88%	⇒ 0.88%	↑ 0.90%	↓ 0.89%	↓ 0.78%	1.80%	1.02%	+66	
White	Male	2.28%	↑ 2.55%	↓ 2.21%	⇒ 2.21%	↓ 2.12%	20.90%	18.78%	+1224	
	Female	38.30%	↓ 38.07%	↓ 37.55%	↓ 36.13%	↓ 35.11%	54.00%	18.89%	+1231	
Black	Male	2.30%	↑ 2.55%	↑ 2.40%	↑ 2.27%	↑ 2.04%	3.30%	1.26%	+82	
Asian	Male	0.57%	↓ 0.80%	↓ 0.76%	↓ 0.80%	↓ 0.78%	0.90%	0.12%	+8	
AIAN	Male	0.02%	↓ 0.03%	↓ 0.03%	↓ 0.03%	↓ 0.03%	0.20%	0.17%	+11	
	Female	0.80%	↓ 0.90%	↓ 0.95%	↓ 1.02%	↓ 0.98%	1.00%	0.02%	+1	

Table 22: Recreation Aide (0189) ^{4, 5, 14, 15}

Total Employees: 5,207

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Parity	Performance Marker
Hispanic	Female	4.28%	↓ 3.89%	↑ 4.02%	↑ 4.39%	↑ 4.88%	4.70%		+0	
White	Female	29.84%	↓ 28.92%	↑ 29.06%	↓ 27.81%	↓ 27.50%	50.80%	23.30%	+1213	

Table 23: Custodial (3566) ^{4, 5, 14, 15}

Total Employees: 3,563

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Parity	Performance Marker
Hispanic	Male	3.00%	↑ 3.30%	↑ 3.57%	↓ 3.23%	↓ 3.09%	10.20%	7.11%	+253	
White	Male	0.25%	↑ 5.96%	↑ 6.05%	↓ 5.80%	↓ 5.39%	42.90%	37.51%	+1337	
	Female	7.20%	↑ 11.28%	↑ 12.22%	↑ 13.11%	↑ 13.39%	17.00%	3.61%	+129	
Black	Male	5.20%	↑ 7.74%	↓ 7.20%	↑ 7.74%	↑ 7.91%	14.20%	6.29%	+224	
AIAN	Male	0.59%	↓ 0.15%	↑ 0.23%	↑ 0.26%	↓ 0.22%	0.80%	0.58%	+21	

Table 24: General Business & Industry (1101) ^{4, 5, 14, 15}

Total Employees: 2,962

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Parity	Performance Marker
Hispanic	Female	4.43%	↑ 4.56%	↑ 4.62%	↑ 4.93%	↓ 4.76%	5.80%	1.04%	+31	
White	Female	33.41%	↓ 32.56%	↑ 34.34%	↓ 33.90%	↑ 34.13%	43.80%	9.67%	+286	
AIAN	Female	0.33%	↓ 0.37%	↓ 0.37%	↓ 0.30%	↓ 0.34%	0.40%	0.06%	+2	

Table 25: Miscellaneous Clerk & Assistant (0303) ^{4, 5, 14, 15}

Total Employees: 1,549

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Parity	Performance Marker
Hispanic	Male	1.27%	↑ 1.44%	↑ 1.73%	↓ 1.64%	↓ 1.10%	2.60%	1.50%	+23	
	Female	7.69%	↓ 6.73%	↓ 6.44%	↑ 6.95%	↑ 7.10%	7.40%	0.30%	+5	
White	Male	5.93%	↓ 5.91%	↑ 6.30%	↑ 6.95%	↓ 6.33%	16.90%	10.57%	+164	
	Female	33.45%	↓ 32.62%	↓ 31.45%	↑ 31.85%	↑ 32.41%	53.20%	20.79%	+322	
AIAN	Male	0.14%	↑ 0.27%	↓ 0.20%	↓ 0.13%	⇒ 0.13%	0.20%	0.07%	+1	

Table 26: Food Service (7408) ^{4, 5, 14, 15}

Total Employees: 958

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Parity	Performance Marker
Hispanic	Male	4.32%	↑ 4.35%	↓ 4.05%	↓ 3.09%	↓ 2.82%	10.00%	7.18%	+69	
	Female	6.17%	↓ 6.00%	↑ 7.59%	↓ 7.42%	↓ 7.20%	7.50%	0.30%	+3	
White	Male	11.51%	↓ 10.25%	↓ 8.73%	↑ 10.30%	↑ 10.75%	32.40%	21.65%	+207	
	Female	19.53%	↑ 21.01%	↑ 21.83%	↑ 22.45%	↓ 21.40%	29.80%	8.40%	+80	
AIAN	Male	0.21%	↑ 0.31%	↓ 0.10%	↑ 0.51%	↓ 0.42%	0.40%		+0	

DON NAF Accessions

Table 27 shows the number of NAF new hires in FY 2015. The majority of the accessions (30.66%) in FY 2015 were WF, unlike the AF new hires which were majority WM. Only HM, WM and WF groups had accessions below their NCLF, and these are the groups that remain the biggest concern for the NAF. The NAF workforce accession rate for all other groups typically surpasses their NCLF which maintains the overall participation rate for these groups at a rate that is well above their NCLF.

Table 27: NAF Accessions ^{4, 5, 14, 15}

Total NAF Accessions: 11,489

RNO	Gender	National CLF (2010)	Accessions				Net Gain/Loss (Accessions less Separations)			
			FY 2014		FY 2015		FY 2014		FY 2015	
			#	%	#	%	#	%	#	%
Hispanic	Male	5.20%	559	3.33%	↓ 430	↑ 3.74%	6	-0.26%	↑ 34	↑ -0.20%
	Female	4.80%	1327	7.90%	↓ 1037	↑ 9.03%	83	-0.18%	↑ 100	↓ -0.28%
White	Male	38.30%	2415	14.38%	↓ 1649	↓ 14.35%	157	-0.28%	↑ 373	↑ 1.67%
	Female	34.00%	5189	30.90%	↓ 3522	↓ 30.66%	373	-0.37%	↑ 437	↑ 0.00%
Black	Male	5.50%	1257	7.48%	↓ 884	↑ 7.69%	67	-0.25%	↑ 102	↑ -0.08%
	Female	6.60%	2399	14.28%	↓ 1594	↓ 13.87%	268	0.45%	↓ 195	↓ -0.03%
Asian	Male	2.00%	577	3.44%	↓ 395	⇒ 3.44%	16	-0.20%	↑ 21	↓ -0.28%
	Female	2.00%	1229	7.32%	↓ 855	↑ 7.44%	8	-0.61%	↑ 26	↓ -0.80%
NHOPI	Male	0.10%	242	1.44%	↓ 141	↓ 1.23%	49	0.19%	↓ 5	↓ -0.12%
	Female	0.10%	406	2.42%	↓ 243	↓ 2.12%	83	0.32%	↓ -19	↓ -0.48%
AIAN	Male	0.30%	65	0.39%	↓ 34	↓ 0.30%	6	0.01%	↑ 14	↑ 0.10%
	Female	0.30%	119	0.71%	↓ 97	↑ 0.84%	5	-0.03%	↑ 33	↑ 0.20%
2+	Male	0.30%	372	2.22%	↑ 220	↑ 1.91%	113	0.54%	↑ 22	↓ -0.06%
	Female	0.30%	638	3.80%	↑ 388	↑ 3.38%	157	0.68%	↑ 83	↑ 0.35%

DON NAF Separations

In FY 2015, the DON had a total of 10,063 separations in the non-appropriated fund (NAF) workforce. Table 28 shows NAF separations by group as compared to the participation rate of that group within the DON NAF workforce. HM, HF, WF, BM, BF, NHOPIF, AIANF, 2+M and 2+F separated at a rate that is higher than their participation in the DON NAF workforce. Of note is that in FY 2015 all NAF female groups, with the exception of ASF, were voluntarily separating at a higher rate than their group's total separation rate.

For all groups except WM, WF, AIANM, AIANF and 2+F, the net gain/loss numbers were negative in FY 2015. The historical trend for the DON NAF workforce does not indicate that these groups will move further from parity and into "low participation" within the NAF workforce. The significantly larger accession rates and seasonal nature of the workforce counter-balances the separation rates.

Table 28 – NAF Separations 4, 5, 14, 15

Total NAF Separations: 10,063

RNO	Gender	Total DON NAF Participation Current FY	Separations				Net Gain/Loss (Accessions less Separations)			
			FY 2014		FY 2015		FY 2014		FY 2015	
			#	%	#	%	#	%	#	%
Hispanic	Male	3.47%	553	3.59%	↓ 396	↑ 3.94%	6	-0.26%	↑ 34	↑ -0.20%
	Female	7.55%	1244	8.08%	↓ 937	↑ 9.31%	83	-0.18%	↑ 100	↓ -0.28%
White	Male	15.59%	2258	14.66%	↓ 1276	↓ 12.68%	157	-0.28%	↑ 373	↑ 1.67%
	Female	27.36%	4816	31.27%	↓ 3085	↓ 30.66%	373	-0.37%	↑ 437	↑ 0.00%
Black	Male	6.67%	1190	7.73%	↓ 782	↑ 7.77%	67	-0.25%	↑ 102	↑ -0.08%
	Female	13.58%	2131	13.83%	↓ 1399	↑ 13.90%	268	0.45%	↓ 195	↓ -0.03%
Asian	Male	5.55%	561	3.64%	↓ 374	↑ 3.72%	16	-0.20%	↑ 21	↓ -0.28%
	Female	12.67%	1221	7.93%	↓ 829	↑ 8.24%	8	-0.61%	↑ 26	↓ -0.80%
NHOPI	Male	1.54%	193	1.25%	↓ 136	↑ 1.35%	49	0.19%	↓ 5	↓ -0.12%
	Female	2.48%	323	2.10%	↓ 262	↑ 2.60%	83	0.32%	↓ -19	↓ -0.48%
AIAN	Male	0.28%	59	0.38%	↓ 20	↓ 0.20%	6	0.01%	↑ 14	↑ 0.10%
	Female	0.57%	114	0.74%	↓ 64	↓ 0.64%	5	-0.03%	↑ 33	↑ 0.20%
2+	Male	1.01%	259	1.68%	↑ 198	↑ 1.97%	113	0.54%	↑ 22	↓ -0.06%
	Female	1.67%	481	3.12%	↑ 305	↑ 3.03%	157	0.68%	↑ 83	↑ 0.35%

Individuals with Targeted Disabilities (IWTD)

Targeted and non-targeted disabilities are defined by OPM’s Standard Form 256 (SF-256), Self-Identification of Disability form. The data displayed in the disability charts and graphs in this section are based on voluntary self-identification of one’s disability status via the SF-256 or MyBiz. Numerous efforts were made in FY 2015 to encourage employees to self-identify or to update their disability status. Part J of this report provides more information on these efforts.

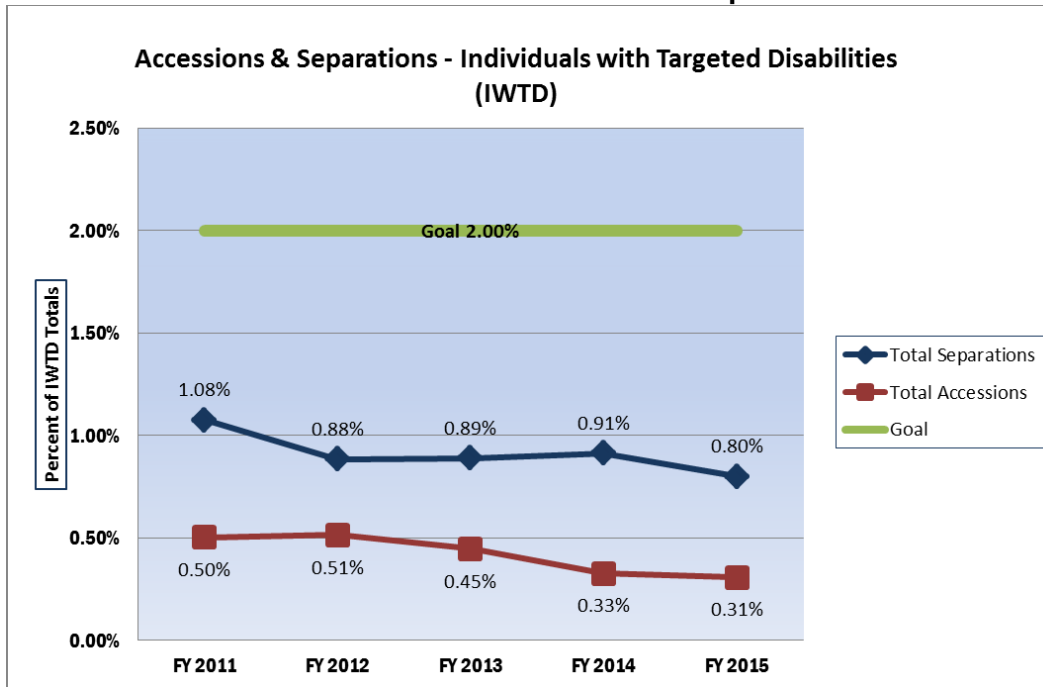
Table 29 – IWTD/Non-Targeted Disabilities - Appropriated and Non-Appropriated Fund

Appropriated Fund & Non-Appropriated Funds	EEOC Goal	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		2.00% less FY 2015 DON Participation
		#	%	#	%	#	%	#	%	#	%	
Individuals With Targeted Disabilities	2.00%	1,581	0.64%	↓ 1,560	↓ 0.63%	↓ 1,550	↑ 0.64%	↓ 1,480	↓ 0.62%	↑ 1,523	⇒ 0.62%	↓ 1.38%
Individuals With Non-Targeted Disabilities	N/A	14,227	5.79%	↑ 15,063	↑ 6.11%	↑ 17,006	↑ 6.97%	↓ 17,004	↑ 7.09%	↑ 19,524	↑ 7.92%	N/A
Total Workforce Current FY 2015 (AF & NAF)	N/A	245,729		246,494		243,926		239,790		246,497		N/A

At 0.62%, the DON participation rate of IWTD is below its goal of 2.0%. As shown in Table 29, the DON population of IWTD increased from 1,480 in FY 2014 to 1,523 in FY 2015; however, the percentage of participation remained the same as in FY 2014 due to the large increase in the DON overall population. In FY 2015, there were 19,524 individuals with non-targeted disabilities in the DON population as compared to 17,004 in FY 2014. The percentage

increased by 0.83% from 7.09% in FY 2014 to 7.92% in FY 2015, continuing a seven-year trend of increased participation in this category.

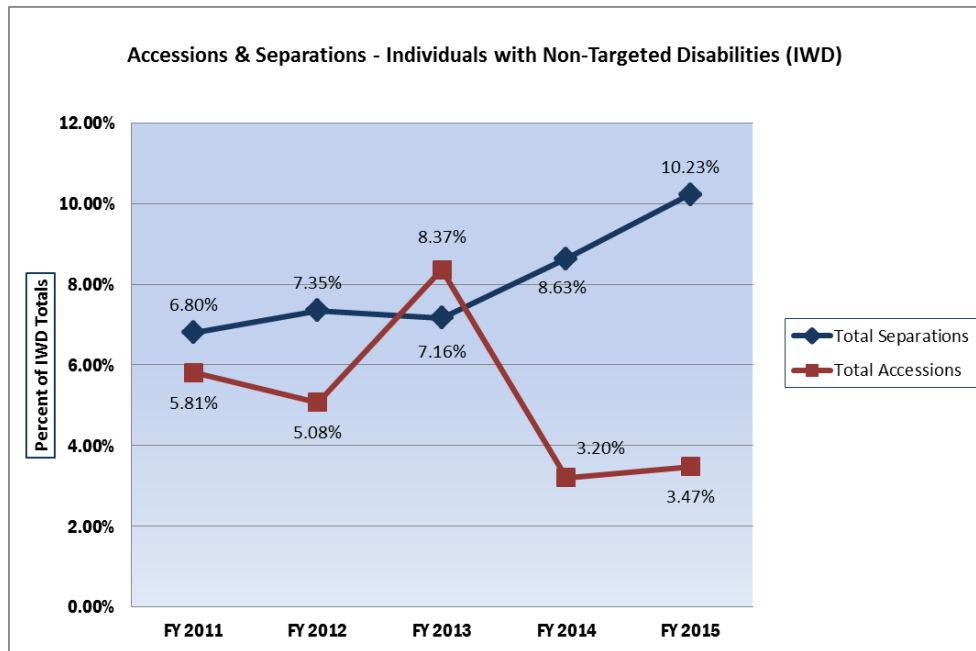
Table 30 – IWTD 5 Year Trend of Accessions and Separations



EEOC Target Goal = 2.00%	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
	#	%	#	%	#	%	#	%	#	%
Total IWTD Accessions	103	0.50%	↓ 91	↑0.51%	↓ 51	↓0.45%	↓ 43	↓0.33%	↑ 70	↓0.31%
Total Workforce Accessions	20,477		17,709		11,427		13,136		22,709	
Total IWTD Separations	197	1.08%	↓ 161	↓0.88%	↓ 150	↑0.89%	↓ 132	↑0.91%	↓ 88	↓0.80%
Total Workforce Separations	18,312		18,196		16,875		14,438		10,987	

Table 30 shows that IWTD separations have outpaced accessions for the past five fiscal years. The number of IWTD accessions in FY 2015 was 70, while the number of IWTD separations was 88. FY 2015 saw an improvement on retention of IWTD with a decreasing trend of separations over the past five fiscal years, but separations are still outpacing accessions in this group. Exit interviews and surveys are not fully utilized throughout DON to determine additional reasons for why IWTDs resigned.

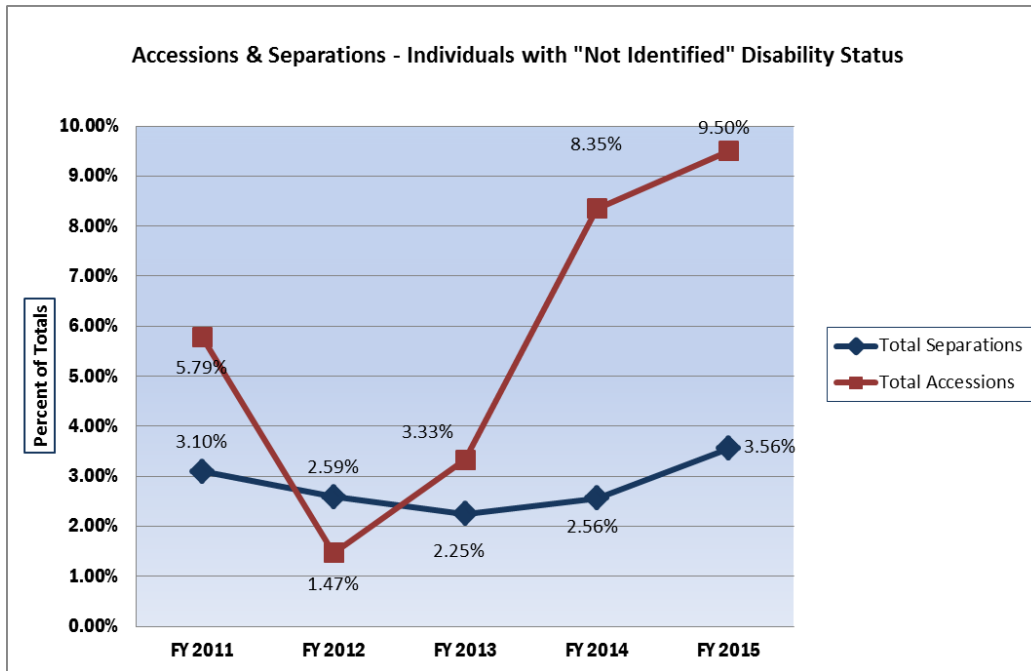
Table 31 – Non-Targeted Disabilities 5 Year Trend of Accessions and Separations



EEOC Target Goal = 2.00%	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
	#	%	#	%	#	%	#	%	#	%
Total Non-Targeted IWD Accessions	1,190	5.81%	↓ 899	↓ 5.08%	↑ 956	↑ 8.37%	↓ 421	↓ 3.20%	↑ 789	↑ 3.47%
Total Workforce Accessions	20,477		17,709		11,427		13,136		22,709	
Total Non-Targeted IWD Separations	1,246	6.80%	↑ 1,337	↑ 7.35%	↓ 1,209	↓ 7.16%	↑ 1,246	↑ 8.63%	↓ 1,124	↑ 10.23%
Total Workforce Separations	18,312		18,196		16,875		14,438		10,987	

The accession rate for individuals with non-targeted disabilities almost doubled from FY 2014 to FY 2015, but the sheer volume of hiring due to Operation Hiring Solutions resulted in a significant increase in the overall workforce; therefore, the percentage increase for this group was minimal. Table 31 shows that although separations between FY 2014 and FY 2015 decreased by 122 individuals, the separation rate increased by 1.6%.

Table 32 – Individuals Who Do Not Want to Identify Their Disability Status-5 Year Trend of Accessions and Separations



EEOC Target Goal = 2.00%	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
	#	%	#	%	#	%	#	%	#	%
Total "Not Identified" Disability Accessions	1,185	5.79%	↓ 260	↓1.47%	↑ 381	↑3.33%	↑1,097	↑8.35%	↑2,158	↑9.50%
Total Workforce Accessions	20,477		17,709		11,427		13,136		22,709	
Total "Not Identified" Disability Separations	567	3.10%	↓ 471	↓2.59%	↓ 380	↓2.25%	↓ 370	↑2.56%	↑ 391	↑3.56%
Total Workforce Separations	18,312		18,196		16,875		14,438		10,987	

Table and chart 32 above show that 9.5% of new hires, when provided the SF-256 to identify their disability status, selected the "01" disability code on the form. This disability code corresponds to the statement, "I do not wish to identify my disability status." This is by far the highest percentage in more than six (6) years. In addition, the percentage of individuals who have separated that do not wish to identify their disability has risen slightly over the last five fiscal years. As stated above in the identified barriers section in Part J, Individuals with Disabilities are often fearful of coding themselves correctly in MyBiz or via the SF-256 because of how they believe the data may be utilized and/or that the information may be shared inappropriately. Some will only identify themselves as having a disability or targeted disability once on-board or after several months of employment.

Table 33 – DON Schedule A Hires Disability Status Coding FY 2011-2015

DON Schedule A Hires Disability Status Coding FY 2011-2015			
Fiscal Year	Total Assessions	Schedule A Hires	% Sch A from All Assessions
2011			
2012	18,316	213	1.16%
2013	11,392	93	0.82%
2014	13,136	142	1.08%
2015	22,709	235	1.03%

The Schedule A (u) Hiring Authority is a non-competitive hiring authority for individuals with severe physical disabilities, psychiatric disabilities, and severe intellectual disabilities. A review of individuals hired using the Schedule A (u) hiring authority for people with disabilities added support to the claim that individuals with targeted disabilities are reluctant to self-identify and some will only identify themselves as having a disability or targeted disability once on-board, if at all. Individuals hired under the Schedule A (u) hiring authority must disclose their disability status on the SF-256, but some disabilities that qualify for Schedule A (u) eligibility do not fit into the categories for targeted disabilities listed on the SF-256. Therefore, there is a need for further education that not every Schedule A (u) hire will result in a targeted disability hire as the definitions are not identically in sync. This education is part of the FY 2016 plan for IWTD.

As shown above in Table 33, the number of individuals hired using the Schedule A (u) Hiring Authority was up almost 100 hires from FY 2014 to FY 2015. However, due to the huge hiring surge in FY 2015, the percentage of Schedule a (u) hires relative to all accessions actually decreased. Numerous efforts in FY 2015 were taken to educate the DON workforce on this authority, which are described in full in Part J of this report.

30% Disabled Veteran Analysis

The Employment of People with Disabilities in the Federal Executive Branch Report, OPM's report to the President pursuant to Executive Order 13548, states that the primary elements used to identify individuals with disabilities are self-identification on the SF-256, the Schedule A (u) hiring authority for individuals with disabilities and the statutory hiring authority for veterans who are 30% or more disabled. To provide a fuller picture of the DON disability population and to remain consistent with the OPM's report to the President, information on 30% or more disabled veterans is provided below.

30% Disabled Veterans accounted for 12% of DON FY 2015 hires. Many command Wounded Warrior programs work and coordinate efforts with command disability programs. In FY 2015, the DON hired 3,092 disabled veterans, which was up from 2,380 disabled veterans in FY 2014.

The DON is fully committed to hiring our Wounded Warriors as shown through numerous initiatives. However, not all disabled veterans have disabilities that meet the definition of targeted disabilities used by OPM on the SF-256 for reportable disabilities. This has led to confusion regarding the low numbers of IWD/IWTD because the DON hires a large portion of Wounded Warriors, but employs a very low number of IWTDs. Nonetheless, the efforts to hire

Wounded Warriors and disabled veterans have had a positive impact on the overall percentage of individuals with disabilities in the workforce. More education is needed in FY 2016.

Applicant Flow Data (AFD)

FY 2015 was the first year that the DON could pull a complete FY of applicant flow data and provide it to the major commands as raw data. In prior years, the DON worked with 12 months of data, but it was not a complete FY. Because of the size of the DON, each of the 22 major commands must analyze its own data with an eye to the command's major occupational series. The DON Office of EEO (OEEO) anticipates providing data that is ready for use by the commands in FY 2016, which will increase consistency in the analysis. As it is currently received, the data is not user-friendly for the average EEO practitioner because of the OMB/EEOC business rules, the disability crosswalk and the de-duplication for vacancies with multiple certificates have not been applied.

Because the data is voluntary and because not all of the information on applicants is provided through AFD, a solid analysis of who applied and identified, who was qualified, who was referred, and who was selected remains limited. OPM intends to provide more data in FY 2016 and beyond. It is likely that by FY 2017, the analysis will become better, although a more advanced analysis should also include who was interviewed and whether the selectee accepted or rejected the offer so the DON could track the life cycle of the vacancy. These additional data points are not available through USA Staffing or the AFD.

Despite the challenges with the data, the DON commands have embraced the AFD. The DON OEEO offered a training session on understanding the hiring process terminology and the applicable AFD data fields in February 2015. In conjunction with this session, the DON's Recruitment Tools and Processes division developed a guide to be used as a companion guide to the one USA Staffing developed for the AFD tool. The Recruitment Tools and Processes Division Director assisted the DON AEP manager in setting up a meeting for a discussion on the DON's AFD, which resulted in an invitation to participate in a day-long planning meeting on the future development of AFD.

Besides changes to the AFD and the transition to COGNOS, there are modifications being made to USA Staffing that will also improve the data. The DON has chosen not to implement the USA Staffing changes until a pilot program has been completed. This is being done to anticipate and limit problems for the servicing HR specialists during the DON's full transition to the new version of USA Staffing. This will not occur until late FY 2016.

The DON OEEO saw a marked increase of interest in understanding the AFD in FY 2015 and a training session is planned for the annual practitioners training in the first quarter of FY 2016. As the EEO practitioners in the commands become more comfortable and fluent with the AFD, improved analysis of the data should result.

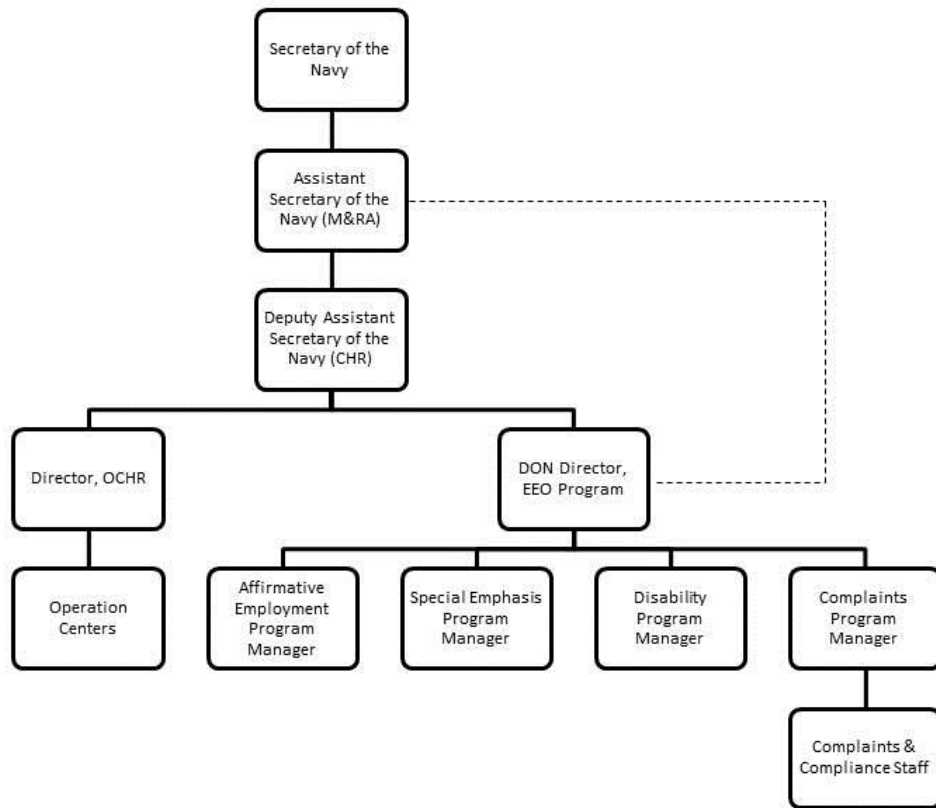
**Department of Navy
EEO Program Status Report
FY 2015
PART E Attachment
ORGANIZATIONAL CHART**



Part E Attachment: Organizational Chart

The diagram below shows the structure of the DON EEO program. At the highest level of the organization, EEO is integrated into the strategic mission and collaboration is expected by senior leadership. The alignment of responsibilities is as follows:

- The Secretary of the Navy (SECNAV) is the head of the agency and ensures that the principles of EEO are integrated into the everyday practice and the culture of the DON as required by EEOC.
- The Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN MR&A) is the DON EEO Director as delegated by the SECNAV. The ASN (M&RA) provides overall program direction and evaluates the sufficiency of the program annually, keeping the Secretary informed of program status and significant issues. The ASN (M&RA) provides overarching policy direction to the EEO Program Director who is the authoritative source for EEO Program execution and procedures and serves as the principal EEO representative and point of contact between DON and various internal and external offices.
- The DASN CHR is delegated responsibility for developing a DON-wide EEO Program with policies and directives to ensure successful execution and accomplishment of all aspects of the program. The DASN (CHR) provides program execution direction to the EEO Program Director and ensures sufficient resources are allocated to the DON EEO Program for an effective and quality execution of program objectives.
- The EEO Program Director is the primary advisor to the DASN (CHR) on all EEO matters related to program execution. The EEO Program Director has direct access to the ASN (M&RA) and is the authoritative source for DON EEO Program execution as it applies to execution of affirmative employment program initiatives, reasonable accommodation requests and the processing of discrimination complaints.
- The Director, Office of Civilian Human Resources, ensures that the principles of equal employment opportunity are seamlessly integrated into all Human Resources (HR), policies, practices and procedures; integrates EEO Program execution efforts into the daily work of OCHR; and ensures that the EEO Program is an integrated component of the DON HR Program and that DON HR practitioners are active participants in EEO Program execution efforts.
- Currently command EEO structures differ command by command based on the needs of the organization. The predominant model is one where the Command Deputy EEO Officer reports to the Director of Civilian Human Resources for non-EEO matters and directly to the Commander who serves as the EEO Officer on EEO matters. This structure will be changed in FY 2016.



**Department of Navy
EEO Program Status Report
FY 2015
PART E Attachment
SECNAV EEO Statement**





EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

In the successful accomplishment of the Department of the Navy's (DON) mission, while meeting the challenges of today's complex, high tech world, our people make the difference. As Secretary of the Navy, I am committed to the principles of equal employment opportunity (EEO) and will continue to ensure that EEO remains an organizational imperative, fully integrated into our strategic mission.

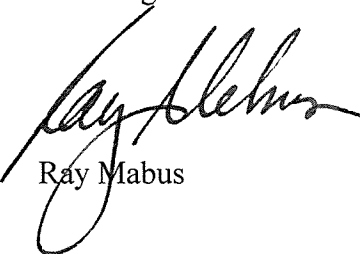
I am holding leaders, managers, and supervisors accountable for keeping our workplace free of discrimination and ensuring that we provide EEO for all in our workforce or those seeking to become members of the workforce. I am also reminding all employees of their rights and responsibilities under the law and how to seek assistance if they believe they have been the subject of employment discrimination.

DON employees are protected by federal laws, Presidential Executive Orders, and laws designed to protect federal employees from discrimination on the bases of race, religion, color, sex (including pregnancy and gender identity), sexual orientation, parental status, national origin, age, disability, family medical history or genetic information, political affiliation, military service, or any other non-merit based factor. These protections extend to all management practices and decisions, including recruitment and hiring practices, appraisal systems, promotions, and training and career development programs.

DON employees are also protected against retaliation. Consistent with federal laws, acts of retaliation against an employee who engages in a protected activity, such as, whistle blowing or the exercise of any appeal or grievance right provided by law will not be tolerated. Any employee who feels that he or she has been subjected to one of these forms of discrimination or retaliation should contact his or her Command's EEO Office, Human Resources Office, or Office of Counsel as appropriate.

Our commitment to EEO requires more than mere compliance and tolerance. We must continue to meet not only the letter of the law, but also its spirit. I ask each member of our workforce to take responsibility for implementing our EEO policy and cooperating fully in its enforcement. It is incumbent upon every employee to ensure the DON maintains an organizational culture that promotes the full realization of equality of opportunity; one that truly reflects the DON Core Values: Honor, Courage, and Commitment.

I appreciate your continued dedication to fulfilling the DON's mission and thank you for your service to the Nation.



Ray Mabius

Department of Navy
EEO Program Status Report
FY 2015
PART F



EEOC FORM
715-01
PART F

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

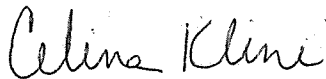
**CERTIFICATION OF ESTABLISHMENT OF CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Celina M. Kline, am the Principal EEO Director/Official for the Department of the Navy.

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

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

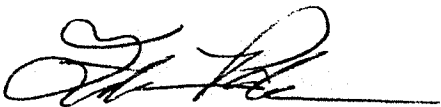
I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



Celina M. Kline
Director
Department of the Navy
Office of Equal Employment Opportunity

Date

28 January 2016







Franklin R. Parker
Assistant Secretary of the Navy
(Manpower and Reserve Affairs)



Date



28 January 2016





Department of Navy
EEO Program Status Report
FY 2015
PART G
SELF-ASSESSMENT










EEOC FORM 715-01 PART G		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.					
 Compliance Indicator		EEO policy statements are up-to-date.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures			Yes	No	
<p>Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.</p> <p>The Agency Head (Secretary of the Navy, Raymond Edwin "Ray" Mabus, Jr.) was installed on May 19, 2009.</p>			X		<p>The Department of the Navy (DON) EEO Policy was signed by the Secretary of the Navy in November 5, 2014.</p> <p>The DON commands are also required to be and have been in compliance with the requirement to issue EEO policy statements that demonstrate command commitment to establish and maintain a model EEO Program that aligns with the DON EEO Program objectives. Compliance is validated during submission of command annual EEO Program Status Report (MD 715).</p>
<p>During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.</p>			X		See response to preceding question.
<p>Are new employees provided a copy of the EEO policy statement during orientation?</p>			X		
<p>When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?</p>			X		
 Compliance Indicator		EEO policy statements have been communicated to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures			Yes	No	
<p>Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?</p>			X		
<p>Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?</p>			X		




Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]		X		
 Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:				
resolve problems/disagreements and other conflicts in their respective work environments as they arise?		X		
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?		X		
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?		X		
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?		X		
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?		X		
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?		X		
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?		X		
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?		X		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?		X		
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.				The DON's Schedule of Offenses and Recommended Penalties is included as Appendix B to the Civilian Human Resources Manual (CHRM), Subchapter 752. The CHRM is posted on the DON HR website. http://www.mcieast.marines.mil/Portals/33/Documents/Adjutant/Consequences%20for%20Mis-handling%20PII_508[1].pdf





<p>Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?</p>	<p>X</p>		<p>The RA Procedures are posted on the Secretary of the Navy website at http://www.secnav.navy.mil/donhr/Site/EEO/Pages/Discrimination-Policy-and-Reasonable-Accommodation.aspx</p> <p>Each command also links up their website to the DON's website to ensure availability to all DON employees regardless of their location.</p>	
<p>Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?</p>	<p>X</p>		<p>See response to preceding question. As well as in FY 2015, mandatory RA training for supervisors was created.</p>	
<p>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.</p>				
<p> Compliance Indicator</p>	<p>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.</p>	<p>Measure has been met</p>		<p>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</p>
<p> Measures</p>		<p>Yes</p>	<p>No</p>	
<p>Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)</p>		<p>X</p>	<p>As previously discussed, at the agency level, the EEO Director reports directly to the Secretary of the Navy. At subordinate commands/activities, the Deputy EEO Officer is organizationally aligned to the Human Resources Office. However, they have a separate reporting line and direct access to the EEO Officer who is the Commanding EEO Officer.</p>	
<p>Are the duties and responsibilities of EEO officials clearly defined?</p>	<p>X</p>			
<p>Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?</p>	<p>X</p>			
<p>If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?</p>	<p>X</p>			





If the agency has 2 nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?		X		
If not, please describe how EEO program authority is delegated to subordinate reporting components.				
 Compliance Indicator	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		X		The State of the Agency briefing was presented to the Honorable Juan M. Garcia, Assistant Secretary of the Navy (Manpower and Reserve Affairs) on 28 January 2015.
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		X		
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?		X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		X		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		X		
 Compliance Indicator	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		X		



Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		X		
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X		
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X		
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X		
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X		
 Compliance Indicator	The agency has committed sufficient budget to support the success of its EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems.		X		
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)		X		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?		X		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?		X		Each major command provides the funding necessary for accommodations
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?		X		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?		X		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]		X		
Is there sufficient funding to ensure that all employees have access to this training and information?		X		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:		X		
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?		X		






to provide religious accommodations?		X		
to provide disability accommodations in accordance with the agency's written procedures?		X		
in the EEO discrimination complaint process?		X		
to participate in ADR?		X		
Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.				
 Compliance Indicator	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X		
 Compliance Indicator	The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?			X	See DON FY 2015 PART H (Review of Employment Policies, Practices and Procedures) for progress/status to date and DON FY 2016 PART H (Review of Employment Policies, Practices and Procedures) for planned activities to address this program deficiency in FY 2016.
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?			X	See preceding response.
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?			X	See preceding response.
 Compliance	When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.	Measure has been met		For all unmet measures, provide a






Indicator				brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures				
	Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?	X		
	Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?	X		
	Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.		NA	Not applicable for FY 2015
	Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?	X		
	Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?	X		
Essential Element D: PROACTIVE PREVENTION Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
 Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
	Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?	X		
	When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?	X		
	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?	X		
	Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?	X		
	Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?	X		
	Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?	X		
	Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?	X		

Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X		
 Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are all employees encouraged to use ADR?		X		
Is the participation of supervisors and managers in the ADR process required?			X	Although there is no requirement to participate in the ADR process, commencing in FY 2009, the decision not to do so may only be made by a disinterested second level supervisor or above. Declinations must be in writing and articulate and justify a well-founded reason. The DON ADR Program Office tracks responses in order to monitor and reinforcing compliance.
Essential Element E: EFFICIENCY Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.				
 Compliance Indicator	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?		X		
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X		
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X		

 Compliance Indicator	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures				
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X		
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?		X		
<p>If yes, briefly describe how: DON requires the use of full-time EEO counselors. In exceptional circumstances when the use of contractors is deemed necessary, the Department of the Navy Office of Complaints and Adjudication approves the request, reviews the statement of work and holds the EEO processing office responsible for meeting timeframes. Contractor performance measures are reported to major commands. Very few contractors are currently used and performance oversight is managed by the EEO processing office. DON employs the services of the DoD Investigation Review Division (IRD) investigators and performs significant oversight of the investigative process to ensure timeliness and monitor/improve quality and efficiency. Issues with timeliness are discussed with IRD as they arise. In August 2012, due to the significant backlogs at IRD, the Deputy Assistant Secretary of the Navy (Civilian Human Resource) authorized the DON commands to use contract investigators. This flexibility was extended in September 2013 and September 2014 and will remain in effect until otherwise rescinded. This demonstrates the DON's effort to raise the DON compliance to regulatory investigative timeframes and overall complaints processing. See FY 2015 PART H (Complaints) for more details and FY 2016 PART H (Complaints) for planned activities to address this program deficiency in FY 2016.</p>				
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		X		
 Compliance Indicator	The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		X		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		X		<p>For the last two reporting periods, the DON has completed between 90% and 92% of counseling in a timely manner. The DON will continue to work towards 100% compliance. See FY 2015 and FY 2016 PART H (Complaints) for</p>

			more information.
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?	X		
Does the agency complete the investigations within the applicable prescribed time frame?		X	In FY 2015, DON was 85% timely in completed investigations. See FY 2015 Part H (Complaints) for accomplishments to date and FY 2016 Part H (Complaints) for planned activities to address this program deficiency.
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X	See response to preceding question.
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?	X		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?	X		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?	X		
 Compliance Indicator	There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.		Measure has been met
 Measures			
			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?	X		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?	X		
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate? NOTE: The percentage of declinations on the part of Supervisors is very low. Most instances of ADR being declined is on the part of the complainant and/or their representative.		X	Although there is no requirement to participate in the ADR process, commencing in FY 2009, the decision not to do so may only be made by a disinterested second level supervisor or above. Declinations must be in writing and articulate and justify a well-founded reason. The DON

				ADR Program Office tracks responses in order to monitor and reinforcing compliance.
Does the responsible management official directly involved in the dispute have settlement authority?		X		
 Compliance Indicator	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?		X		
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?		X		
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		X		
Do the agency's EEO programs address all of the laws enforced by the EEOC?		X		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X		
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X		
 Compliance Indicator	The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		X		
Does the agency discrimination complaint process ensure a neutral adjudication function?		X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		X		
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.				
 Compliance Indicator	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	Measure has been met		For all unmet measures, provide

				a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
	Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?	X		
 Compliance Indicator	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.			X	The Defense Finance and Accounting Service (DFAS) is responsible for all DoD payroll processing.
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?			N/A	
Are procedures in place to promptly process other forms of ordered relief?			N/A	
 Compliance Indicator	Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		X		
If so, please identify the employees by title in the comments section, and state how performance is measured.		The DON Compliance Manager, GS-260-13, was responsible for ensuring the agency complies with all EEOC orders. The individual's performance plan includes an objective that measures the effectiveness of oversight of these actions.		

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

Footnotes:

1. See 29 C.F.R. § 1614.102.

2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. See *EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation* (10/20/00), Question 28.

Department of Navy
EEO Program Status Report
FY 2015
PART H (FY15)
ACCOMPLISHMENTS



<p>EEOC FORM 715-01 PART H</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>	
<p>DEPARTMENT OF THE NAVY</p>		<p>FY 2015 PLAN H (Review of Employment Policies, Practices and Procedures)</p>
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p><u>Essential Element C</u>: Management and Program Accountability</p> <ul style="list-style-type: none"> Due to the environmental challenges of FY 2013, and the maturation level of new EEO specialist under the Service Delivery Transition, the totality of commands were unable to conduct an in-depth review of their Merit Promotion, Employee Recognition/ Awards, and Employee Development/Training Programs Policy and Procedures 	
<p>OBJECTIVES:</p>	<p>Ensure commands understand the need to review employment policies, procedures, and practices. Provide the appropriate stakeholders with the tools to conduct an appropriate review.</p>	
<p>RESPONSIBLE OFFICIAL:</p>	<p>DON Office of EEO Program Director and staff, Command Deputy EEO Officers (CDEEOO), Deputy EEO Officers (DEEOO), Director, Civilian Human Resources (DCHR), Human Resources Director (HRO), EEO and HR practitioners and managers and supervisors at all levels.</p>	
<p>DATE OBJECTIVE INITIATED:</p>	<p>October 2014</p>	
<p>TARGET DATE FOR COMPLETION OF OBJECTIVES:</p>	<p>September 2015</p>	
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:</p>		<p>TARGET DATE (Must be specific)</p>
<p>Continue the Working Group already established to examine and share best practices related to the examination of policies/practices/procedures. Recognized best practices will include the following:</p> <ul style="list-style-type: none"> Documents reviewed Stakeholders involved/interviewed in this effort Mechanisms utilized to determine/confirm compliance and consistency of application Results of audits/assessments conducted, if any. If not yet in the position to draw any conclusion, provide a status on what has been completed thus far and next steps in the process. 		<p>September 30, 2015</p> <p>In Process The specifics of this element will be accomplished through the smaller teams that now comprise the Employment Policies Practices and Procedures (EPPP) Working Group. In FY 2016, these teams will develop</p>

	audit questions for structured interviews to be deployed by the Commands.
<p>Civilian Workforce Development/Career Development</p> <ul style="list-style-type: none"> • All commands will determine the developmental programs used by their workforce and track ERIG/Disability applicants and selectees (include GS equivalency in tracking) • Working group will collaborate with CDWW and Command Career Development offices to set up common data collection on mentoring participation (mentors and mentees) by ERIG/disability with GS equivalency 	<p>September 30, 2015</p> <p>In Process Commands began this work as part of the efforts to align the MD-715 with the DVAAP and FEORP. This will become more refined in FY 2016 by the Career Development team.</p>
<p>Merit Promotion</p> <ul style="list-style-type: none"> • Working group will review merit promotion guidance and investigate interview process <ul style="list-style-type: none"> ○ Use of panels (what grades)? ○ EEO & Merit principles training? ○ Cross-Cultural Communication training? ○ Disability Etiquette training ○ Diversity requires on panels? ○ Common questions and assessment across command for entry-level positions? 	<p>September 30, 2015</p> <p>In Process The specifics of this element of the plan will be accomplished through the work of the promotions team in FY 2016 as the audit questions are developed and deployed by Commands.</p>
<p>Awards</p> <ul style="list-style-type: none"> • Working group will collaborate with D&I to collect successful award nominations from major commands to cull commonalities on best practices • Working group will review time-off and monetary awards guidance then determine questions to send to supervisors in order to validate compliance and consistency of application 	<p>30 September 2015</p> <p>In Process The specifics of this element of the plan will be accomplished through the work of the Awards team in FY 2016 as the audit questions are developed and deployed by Commands.</p>

REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:

The Employment Policies, Practices and Procedures (EPPP) working group was established and met three times in FY 2015. During that time, the Part H work described above was modified at each meeting. This was due to changes in leadership and membership during the fiscal year (FY). The group

began working on the pieces of this plan (written above) as its objectives, but this changed mid-stream. An EPPP guidance document was developed that would be shared with all the commands. The document was not vetted completely before the commands had MD-715 submissions. The document addresses the following:

DON Goals for EPPP

- Ensure employment policies, practices and procedures are in compliance with federal laws and consistently applied across the Department of the Navy (DON) and command and activity levels.
- Strengthen the DON's commitment to maintain a workplace where all workers can compete on a fair and level playing field and have the opportunity to achieve their fullest potential by conducting a regular and ongoing analysis to determine if there are barriers that potentially limit or exclude full participation of certain groups in the workplace.
- Identify best practices that will advance each command and overall DON equal employment opportunity.

DON Responsibility

Under Essential Element C of the Model EEO Program, Management and Program Accountability, the DON is required to hold all managers, supervisors, and EEO officials and personnel officers accountable for the effective implementation and management of the DON's EEO and employment programs.

In ensuring such accountability, the DON must conduct regular and ongoing internal assessment or review to assess the effectiveness and efficiency of the EEO and employment programs and to ascertain whether the DON has made a good faith effort to identify and remove barriers to equality of opportunity in the workplace.

Regular assessment should not only be considered to determine deficiencies and barriers; they should be used as a tool to identify best practices and efficient handling of employment-related processes. Reviews of employment policies, practices, and procedures should not only focus on finding what is "broken" or wrong within the organization, but utilize the opportunity to look for practices that are closely aligned with the DON's commitment of ensuring equality of opportunity across the enterprise.

Examination of employment policies, practices and procedures can focus on several areas such as outreach and recruitment, selection, promotion, workforce development, mentoring, employee recognition awards, reasonable accommodation, etc. The outcome of the review will help the command and the DON not only to determine inconsistencies, but to adjust workplace policies, or modifying practices and procedures, when necessary, to be consistent and compliant with all regulatory requirements and assure equal opportunity for all employees and applicants for employment.

Steps in Conducting a Review

- Establish a team of HR and EEO personnel, relevant managers, supervisors and senior leaders, Special Emphasis Program Managers, and members of affinity groups.
 - HR team members may include a representative from every HR discipline, such as Employee Relations, Staffing and Recruitment, Workforce Development and Labor Relations. Assign specialists their duties for conducting portions of the employment policies, practices and procedures review within their areas of expertise.
 - Relevant Managers, supervisors and senior leaders, i.e., if reviewing outreach and recruitment, invite managers who are recruiters; if reviewing selection, invite managers who are involved in selection process; etc.

- Special Emphasis Program Managers can provide feedback to the team based on their barrier analysis efforts.
- Members of the Affinity Groups can provide insights into how specific groups are impacted by the application of the policies, practices and procedures.
- Establish milestones and timeframes when to initiate, assess and complete the review.
 - Team members reviewing the same employment area should meet on a regular basis.
 - Review status and assess if current plan of action is on track. May need adjustment if not showing progress.
 - Review and report results on a regular basis to appropriate EEO officials.
- Obtain process documents and standard operating procedures. Review all related workforce data, statistics and trends including complaints, survey trends and other information, such as feedback from exit interviews, focus groups, DEOCS, FEVS, etc.
- Review any documentation related to how HR staff process and/or managers address employee requests, applicant information, etc. If an HRO outsources any of its HR functions, group members should gather information from outsource providers and determine consistency with in-house functions. In addition, for outsourced functions, obtain information from the HR staff member who oversees the outsourced functions and monitors the providers for quality assurance.
- Review each area's process. For example, look at the way employee relations specialists manage intake of employee complaints or concerns from managers, advice and guidance provided, inquiry process, if applicable, etc. Another example would be when commands are reviewing recruitment efforts.

Recruitment

Recruitment and selection practices vary according to an organization's size, structure and workforce needs, but reviewing the basic functionality of the command's recruitment and selection process is critical.

- Review the local/internal policy, practices, procedures
- Identify whether the job vacancies posted in a variety of media to attract a diverse pool of qualified applicants. For example, use online job postings, traditional advertising, professional association job boards, and university recruiting resources.
- Assess recruiters' and hiring managers' knowledge of fair employment practices in interviewing applicants and selecting candidates to fill positions.

Compensation

Determine whether your command is paying competitive wages by researching comparable jobs and pay in similar jobs within the DON and/or geographic area. Evaluate whether comparable wages for comparable jobs and determine if decisions on salaries and wages are not arbitrary. For example, examine whether women and men are being paid equal wages for comparable work. Review complaints data to determine if there is a trend in Equal Pay Act allegations.

Training

Assess if training and development opportunities are made available to employees and how the information are disseminated. If application is required, review the criteria for selection and how selections are made. In addition to new employee orientation, most commands also provide annual

leadership training, and professional development opportunities that could affect the employee's consideration or opportunity for promotion.

Termination

Assessing your command's termination processes can ensure your organization is handling employee resignations and dismissals appropriately. This effort also can mitigate the risks involved with former employees who file wrongful discharge claims. Reviewing exit interviews as part of the assessment can shed light on the reasons why employees voluntarily resign. This is another factor commands will need to explore in order to better understand employment issues like overall job satisfaction and employee morale.

When the group met at the end of FY 2015, it chose to break into four teams that would develop an audit or interview questions in FY 2016 for managers related to four employment areas: Awards, Promotions, Career Development and Recruitment/Hiring. They will also apply the material that the National Oceanic and Atmospheric Agency (NOAA) developed in the 2009 timeframe and EEOC made available in the past. The planned activities in this Part H will be included in the audit questions.

Once the FY 2016 audit is developed and applied, commands will be able to benchmark on a peer-to-peer basis. In addition, working group members will be able to identify best practices and place their results on the community of practice web page on the DON EEO Internal Portal (SharePoint site) as well as in their MD-715 reports.

This working group did foundational thinking on EPPP. The intent is to further this work in FY 2016 through the sub-teams and their reports. Once the audits are developed, these will be vetted by OEEO and applied at the command and activity levels.

DEPARTMENT OF THE NAVY

**FY 2015 PLAN H
(Integration and Alignment of DVAAP,
FEORP & MD-715)**

STATEMENT
OF MODEL PROGRAM
ESSENTIAL ELEMENT
DEFICIENCY:

Essential Element C: Management and Program Accountability

- EEOC’s MD-715 guidance for Essential Element C Management and Program Accountability states, “Ensure effective coordination between the agency’s EEO program and related human resource programs, including the Federal Equal Opportunity Recruitment Program (FEORP), the Selective Placement Programs and the Disabled Veterans Affirmative Action Program (DVAAP.)”
- DVAAP, FEORP and the MD-715 and other related reporting requirements have not been aligned across the DON. Similarly, DEOCs, FEVS and other climate surveys are related measures that are not aligned for triangulation.
- Integration of data calls, where possible, could eliminate duplication. It is possible that one “request for response” could address all three reporting requirements if developed collaboratively.
- Multiple efficiencies can be gained. The alignment of data is just one possible efficiency. As plans and measures are aligned, the work becomes integrated and the divisions within the organization are all moving in the same direction, strengthening programs and naturally creating efficiencies.
- At both the DON and Command levels, the EEO offices assist HR (Career Development, Recruitment, etc.) with the DVAAP and FEORP. The DON EEO Office and Office of Diversity share common interests in data and barrier analysis. Both of these program areas are interested in the creation of an inclusive work environment for all employees. There are also opportunities to integrate analysis and responses to data from the DEOCS, FEVS, other climate surveys and IG focus groups collaboratively.
- Beyond the DVAAP, FEORP and MD-715, there are other reports such as the 462, NO FEAR and the DON’s CM3 Report that should also be aligned. Based on the success of this collaboration, the alignment of these may become a future plan.

OBJECTIVES:

- Create a process to align and integrate common data requirements in support of the DVAAP, FEORP, MD-715, and other related reporting requirements to include analysis of the results of DEOCS, FEVS and other sources of command climate data. This will help create common plans, common messaging and common measures of accountability that will enable the DON to achieve its goals for equality of opportunity and inclusion through collaboration.
 - DVAAP, FEORP and MD-715 address equality of opportunity for groups with low participation in the workforce. The recruitment and retention of these groups is impacted by how inclusive the climate is within the DON workforce. Without equality of opportunity, there can be no inclusion.
 - DEOCS, FEVS and other command and DON surveys measure

	climate and inclusion including areas like disability, race and ethnicity, sexual harassment and forms of discrimination. By using these tools and triangulating the responses to questions that are common/linked to all three survey tools, the DON will achieve a more accurate picture of its strengths and challenges.
RESPONSIBLE OFFICIAL:	DON Office of EEO Program Director and staff; OCHR Division Heads and Program Managers; Command Deputy EEO Officers (CDEEOOs), Deputy EEO Officers (DEEOOs), Directors, Civilian Human Resources (DCHRs), Human Resources Directors (HRDs), Director, Diversity and Inclusion Management, Command Recruitment Programs
DATE OBJECTIVE INITIATED:	October 2014
TARGET DATE FOR COMPLETION OF OBJECTIVES:	September 2015
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:	TARGET DATE (Must be specific)
Conduct initial meeting with stakeholders followed by regular drumbeat of meetings to assure integration. <ul style="list-style-type: none"> Determine information to be gathered and make assignments. 	February 28, 2015 Completed February 18, 2015
Develop an overarching plan with POA&M for alignment of reports <ul style="list-style-type: none"> Assess and define needs across reports and identify common needs Review specific objectives of plans for FY 2015 and define requirements (short-term) Assign a lead and team members for each report area Develop standard data call questions and timeframes for data collection from commands Develop plan for data consolidation and matrices of written input Establish measures of success for FY 2015 Develop strategic initiatives for FY 2016 	May 31, 2015 Completed
Develop an overarching plan for triangulation of climate surveys <ul style="list-style-type: none"> Gather information on timelines and report results Establish quarterly meetings with MEO for DEOCS results Baseline responses to DEOCS and FEVS Review past FEORP, DVAAP and MD-715 reports to develop standard DON questions for future DEOCS 	May 31, 2015 Completed Worked collaboratively with the Military EO to acquire DEOCS data
Implement POA&M to complete FY 2015 reports with common process	September 30, 2015 Completed

REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:

This plan was a project that continued the collaboration, integration and alignment of EEO with Human Resources in the DON. It was intended to meet Executive Order 13583 (Diversity and Inclusion, August 2011) requirements to eliminate duplication of effort on annual reports as required by EEOC and OPM.

A working group meeting was formed and an initial meeting was held on 18 FEB 2015 with representatives from DON Human Resources divisions (Policy/Recruitment, Workforce Development) and the DON Diversity Office. The meeting included those individuals who collect the input and write the draft reports rather than the leadership of the divisions responsible for preparing the reports. Following this meeting, senior leadership asked that an even greater coordinated effort be initiated. The Deputy Assistant Secretary of the Navy's (DASN) Chief of Staff was directed to lead this effort, which would now include the division heads as well.

The next meeting, held in March 2015, also included HR Analytics, the division responsible for providing data. It was determined that a SECNAV Instruction should be written in order to give weight to the reports and hold the commands accountable for providing the necessary information. The DON Office of EEO (OEEO) explained if first steps were to be taken in FY 2015, the commands would need to have the expectations laid out by the end of May 2015. No additional meetings occurred.

In May 2015, the OEEO met with the Head, Workforce Development to discuss the way forward. This was followed by a discussion with the Director, Diversity & Inclusion (D & I). An email was sent to the Heads of the Policy and Workforce Development divisions with a copy to D & I for a quick review of the draft forms for DVAAP and FEORP. The intent was to add these forms to the MD-715 checklist. The Disability Program Manager worked closely with the program manager responsible for veterans programs and the DVAAP. Throughout the process, OEEO explained that it would work with the Command Deputy EEO Officers (CDEEOOs) to collect the information, but the official data calls would come from the Policy/Recruitment division as that group is ultimately responsible for producing the DVAAP and FEORP reports (as they are HR reports).

In June, the DON OEEO shared the draft forms with the CDEEOOs. A working group of five CDEEOOs provided feedback on the forms to gain the voice of the customer. Minor changes were made and the final set of forms was provided to the 22 CDEEOOs in mid-June. The delay in sending the forms to the commands created confusion because the checklist for the MD-715 was provided in early May with a notation that there would be DVAAP and FEORP data calls added. Some commands did not make the connection between the MD-715 checklist and the forms.

All information for the DVAAP and FEORP was scheduled to be submitted with the major Command's FY15 MD-715 report by 30 SEP 2015. The DON OEEO mined the command submissions for the DVAAP and FEORP data, which was distributed to POCs at Policy/Recruitment, Workforce Development and D & I in late October and early November.

The OEEO has taken the first steps to formalize collaboration on the DVAAP, FEORP and MD-715. With this accomplished, the divisions who own these reports can further collaborate to refine the POA&M with annual milestones, develop a SECNAV Instruction and improve the data collection for future reports going forward. In FY 2015, only six commands submitted all of the required information with their MD-715 report, so there is room for significant improvement in FY 2016.

With regard to the portion of this plan that relates to the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS) and OPM's Federal Employee Viewpoint Survey (FEVS), the DON OEEO collaborated with the Military Equal Opportunity (MEO) program.

OEEO is now receiving quarterly reports and an annual roll-up report from DON MEO on the DEOCS results. Commands are looking at both the DEOCS and FEVS for overlap and some Commanders (EEO Officers) are holding meetings and sending memos or blogs to address areas where employee responses are less positive than would be expected. In FY 2016, the plan is to have MEO provide training on DEOCS to the DON civilian EEO community.

Much like the DVAAP and FEORP data collection, this is a work in progress, but the foundation has been laid for continued collaboration between the military and civilian sides of the DON to work together to create a more inclusive work environment for all employees.

<p>EEOC FORM 715-01 PART H</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>	
<p>DEPARTMENT OF THE NAVY</p>	<p>FY 2015 PLAN H (Complaints)</p>	
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p><u>Essential Element E: Efficiency</u></p> <ul style="list-style-type: none"> • Most of our major commands are not routinely meeting the regulatory timeframes for informal and formal complaints processing in accordance with 29 Code of Federal Regulations (CFR) §1614, the Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 110 and DON policy and guidance. 	
<p>OBJECTIVES:</p>	<ul style="list-style-type: none"> • Complaints Processing <ul style="list-style-type: none"> ○ <u>Pre-Complaint Processing</u> – Ensure that, at a minimum, 90% of pre-complaint processing are completed in accordance with 29 CFR §1614, EEOC MD 110 and DON policy and guidance. ○ <u>Formal Complaint Processing</u> – Ensure that, at a minimum, 90% of formal cases are processed in accordance with all regulatory requirements. 	
<p>RESPONSIBLE OFFICIAL:</p>	<p>DON Office of EEO Management Program Director and staff, Command Deputy EEO Officers (CDEEOO), Deputy EEO Officers (DEEOO), EEO Practitioners, Agency Representatives at the command/activity levels</p>	
<p>DATE OBJECTIVE INITIATED:</p>	<p>October 2014</p>	
<p>TARGET DATE FOR COMPLETION OF OBJECTIVES:</p>	<p>September 2015</p>	
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:</p>	<p>TARGET DATE (Must be specific)</p>	
<p>The DON's ultimate goal is for all cases to be processed timely. However, the DON acknowledges that establishing milestones and recognizing small successes will help the servicing offices in their efforts to improve. Consequently, the complaints scorecard with green, yellow, and red zones was established to assist commands in reaching 100% compliance. In order to be effective, these zones will be adjusted at least on a yearly basis, ultimately recognizing only the green zone, which will equate to 100% timely processing.</p> <ul style="list-style-type: none"> • The DON Office of EEO Management will meet one-on-one with each command to discuss timeliness and quality of service in FY 2014. Discussion will include specific plan of action depending on the command's status of processing. 	<p>September 2015 (specific action officers identified with individual planned activities)</p>	

- To raise the DON's compliance in formal processing, especially in investigation, the following areas will be included in the command's Scorecard:

Cases Timely Processed				
METRICS	Goal	Green	Yellow	Red
Pre Complaint Process	100%	= > 80%	= > 70% but <80%	< 70%
Formal Process	100%	= > 80%	= > 70% but <80%	< 70%

Processing Days			
METRICS	Goal	Green	Red
Counseling	30 or 90 with ADR or extension	= < 30/90	> 30/90
Counselor Report	7 from formal complaint received	= < 7	> 7
Accept/Dismiss Notice	30 from formal complaint received	= < 30	> 30
Request for Investigation	30 from formal complaint received	= < 30	> 30
Submission of docs per IRD request	7 from receipt of request from IRD	= < 7	> 7
Sufficiency Review	14 from download from FileX	= < 14	> 14
Investigation end	180 from formal complaint received or 270 with extension	= < 180/270	> 180/270
108 (F) Notice	14 from sufficiency review completed	= < 14	> 14
Submission of Case file for Hearing	15 from receipt of hearing request	= < 15	> 15
Submission of Case file for FAD/FO	7 from expiration of 30 days on 108(F) notice or from receipt of AJ decision	= < 7	> 7

- The Office of EEO Management will pull scorecard data by major command on a quarterly basis to ensure timeliness and quality of processing issues are addressed immediately as they arise.
- CDEEOOs will be required to pull, at least, on a quarterly basis, scorecard data by servicing office to track compliance to regulatory requirements and address timeliness and quality of processing issues as expeditiously as possible when there is a need.
- Continue the work of the Working Group on Complaints Efficiencies. The group will focus on analyzing complaints processing to determine barriers to timely processing.

Action: DON Office of EEO Management, CDEEOOs, DEEOOs, EEO practitioners, Agency Representatives at the command/activity levels

Critical to progress in the overall DON complaints program is bridging the competency gaps within the 0260 community. For this reason, it is the DON's priority to continue to deploy training and information meetings on a regular basis in FY 2015.

- The DON Office of EEO Management will utilize the Defense Connect Online (DCO) to continue deployment of monthly training and discussion on complaints processing, status of processing and areas of concern specific to the DON.
- Pending upgrade to the EEO Portal, the DON Office of EEO Management will continue to provide guidance on complaints processing via email and monthly

September 2015
(specific action officers identified with individual planned activities)

<p>DCOs.</p> <ul style="list-style-type: none"> • Establish another working group that will be tasked to review and update the DON Complaints Manual to ensure DON guidance to EEO practitioners is appropriate and responds to current and new challenges in complaints processing. • Establish a standard DON performance objective for all DON EEO Practitioners that will ensure efficiency and quality of processing across the enterprise. <p><u>Action:</u> DON Office of EEO Management, CDEEOOs, DEEOOs, EEO practitioners, Agency Representatives at the command/activity levels</p>	
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<p>The DON Office of EEO Management will continue close engagement and collaboration with IRD and other DoD components to resolve areas of delay within the investigative process.</p> <ul style="list-style-type: none"> • DON Office of EEO Management staff will attend regularly scheduled customer meetings with IRD to discuss current processing and plans to further improve timeliness. • Continue to engage IRD staff during the DON's weekly/monthly complaints DCO to discuss areas of concern and ways to improve • Continue monthly IRD report and ensure commands and IRD resolve deficiencies within a week of discovery <p><u>Action:</u> DON Office of EEO Management</p>	
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<p>REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:</p> <p><u>Introduction</u></p> <p>In FY 2015, untimely complaints processing was one of the major deficiencies within the DON, both in counseling and formal complaint processing. To address these issues, the DON focused heavily on increasing compliance in these areas throughout the FY. The DON continued to utilize the established Complaints Working Group in FY 2015, in which each major command is required to send a representative to the monthly meeting. The working group reviews the status of complaints processing on a monthly basis, discusses issues experienced at the command/activity levels, and shares best practices. Each major command is required to conduct analysis into areas of deficiency, create an action plan to address the issue(s), and report their progress at these meetings.</p> <p>The DON continued working with the Department of Defense (DoD) Investigations and Resolution Division (IRD) to establish procedures to fast-track / expedite investigations. Requests for investigations that were received with complete case files would automatically be entered into the fast-track process. In FY 2015, IRD continued to provide monthly reports that allowed Commands to track cases pending investigation. The reports showed when cases were received and assigned, the name of the assigned investigator, and also provided a current status and estimated completion date. These reports were instrumental in helping commands track and address timeliness issues with their cases at the investigation phase.</p> <p>The DON Office of EEO conducted multiple training sessions on complaints processing in FY 2015 for DON practitioners to address identified issues:</p> <ul style="list-style-type: none"> • Creative Solutions for EEO Professionals – week of 10/20/14. Topics included Formal Complaints Processing, DON Complaints Program and EEO Case Law Update, iComplaints for Specialists, iComplaints for CDEEOOs and DEEOOs, Complaints Processing for CDEEOOs and
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DEEOOs, Working with IRD, and IRD ADR Overview.

- iComplaints training – 11/18/14
- Procedural Dismissal Training with Mr. Don Names – 1/21/15
- EEO and Union Training with Mr. Harley Mills - 3/16/15
- IRD Update with Ms. Tricia Martin – 4/29/15
- iComplaints training (Part 1: Pre-complaint) – 8/3/15
- iComplaints training (Part 2: Formal) – 8/5/15

Timeliness of Processing

Pre-complaint

In FY 2015, untimely complaints processing was one of the major deficiencies within the DON, both in counseling and formal processing. The DON took a number of measures to address timeliness issues related to pre-complaint processing.

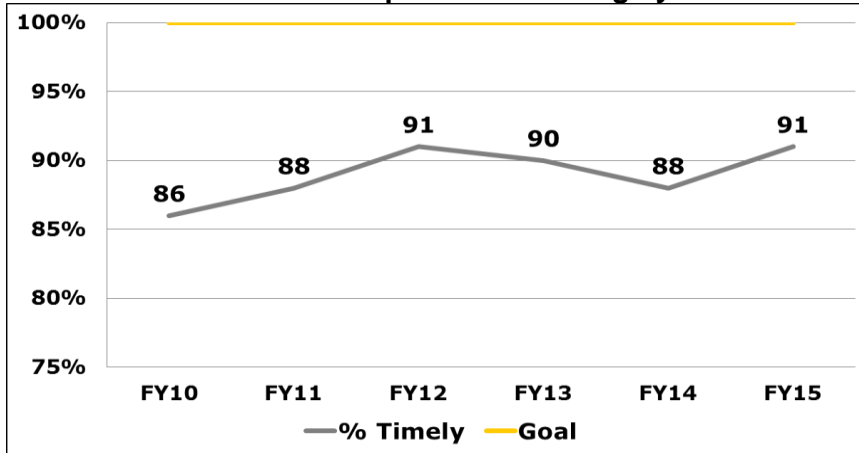
The Complaints Working Group members were assigned the task of reviewing their command's pre-complaint data, conducting analysis on areas of deficiency, creating an action plan to address the issue(s), and reporting on the progress at the Working Group meetings. The feedback received indicated that most of the issues with pre-complaint processing were not processing issues, but were data input issues, meaning that EEO Offices were not entering information in the iComplaints tracking system so cases were reported as untimely. To mitigate this issue, activities worked to ensure that cases were updated regularly and the current status is always reflected. Some activities also raised resourcing issues, specifically that they did not have enough staff to keep up with the number of complaints filed at their office, or that they had new or inexperienced staff. These commands were referred back to their CDEEOOs to discuss resources and training opportunities. New EEO specialists were also encouraged to attend the complaints processing training sessions throughout the FY.

DON leadership continued to demonstrate its commitment to EEO in FY 2015 by allowing EEO offices to establish and/or continue their use of contractors and reemployed annuitants as counselors on an as-needed basis to meet staffing and regulatory requirements.

In addition to the Working Group, major commands were provided scorecards on the status of their FY 2014 programs during FY 2015, which included a discussion on pre-complaint complaint processing. Recommendations for improvement in FY 2015 and best practices were shared with all commands for immediate application.

The DON conducted 1639 total counselings in FY 2015, of which 1496 (91%) were completed in a timely manner. As shown in Chart 1 below, this is an increase from FY 2014, as well as the highest percentage of timeliness in counseling within the last three fiscal years. The DON will continue these efforts in FY 2016 with the ultimate goal of achieving 100% timely counseling.

Chart 1: Status of Pre-complaint Processing by Fiscal Year



Investigation

In FY 2015, the DON heavily focused on formal complaints processing due to the sanctions it received for untimely investigations. As previously reported, the Department of Defense (DoD) requires all DoD components to use DoD's Investigations and Resolution Division (IRD) for investigations. From FY 2011 through FY 2013, IRD experienced a considerable backlog in investigating cases, which resulted in the majority of the DON investigations being untimely. To raise the DON's compliance and to mitigate damages and sanctions, the Deputy Assistant Secretary of the Navy (Civilian Human Resources) (DASN(CHR)) authorized flexibilities to allow major commands to use contract investigators and reemployed annuitants to conduct investigations. In addition, the DON continued to utilize its established Complaints Working Group to track complaints processing in FY 2015. The Working Group reviewed the status of complaints processing, issues experienced at the command/activity levels and shared best practices on a monthly basis. Each major command is required to conduct analysis into areas of deficiency, create an action plan to address the issue(s), and report on their progress. The DON collaborated with IRD to establish procedures to fast-track / expedite investigations. The DON also provided commands with scorecards related to the status of their FY 2014 programs during FY 2015, which included a discussion on formal complaint processing. Recommendations for improvement and best practices were shared with all commands for immediate application.

End of year data shows that 568 investigations were completed in FY 2015, of which 480 (85%) were completed in a timely manner. The DON attributes the increase of timeliness of completed investigations to all of these aforementioned efforts. As shown in Chart 2 below, the percentage of timely investigation completed is now at its highest when compared to previous years; i.e., FY 2011 - 44%, FY 2012 - 40%, FY 2013 - 36%, and FY 2014 - 68%. The DON will continue these efforts in FY 2016 with the ultimate goal of achieving 100% timely completed investigations.

Chart 2: Percent of Investigations Completed Timely

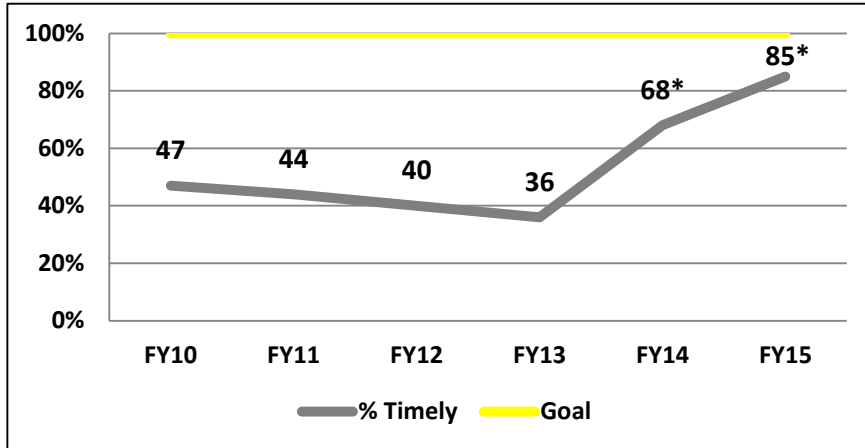
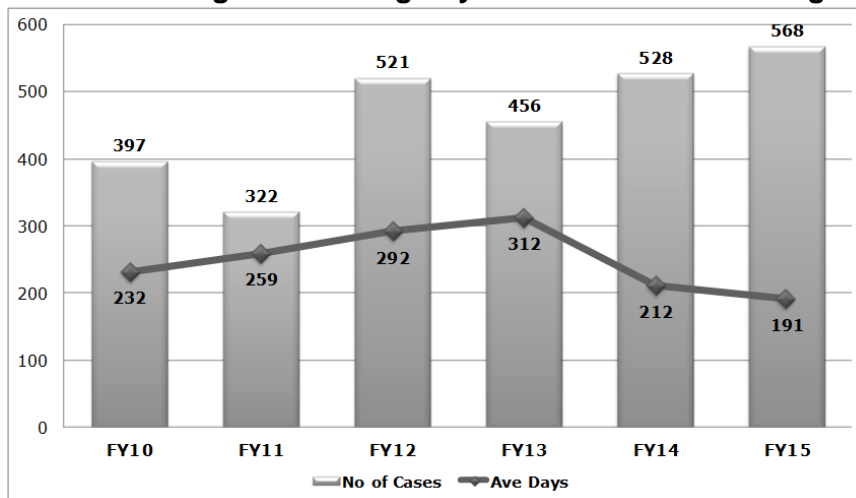


Chart 3 below shows that in FY 2015, the DON completed the highest number of investigations within the last six years. However, even with the volume processed in FY 2015, the average processing days was at its lowest. This is a good indication that the DON is on track towards raising compliance.

Chart 3: Average Processing Days and Number of Investigations Completed

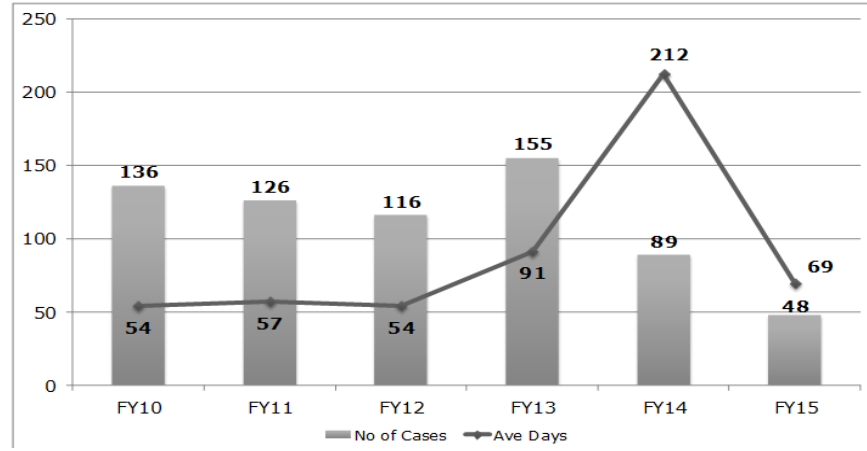


Final Agency Decision (FAD)

As previously stated, the DON Office of Complaints and Adjudication (which prepares DON FADs) was understaffed in FY 2013 and FY 2014. The staffing shortage was due to the retirement of three full-time seasoned analysts, and the inability to fill these billets due to the hiring freeze and staff reductions. Further complicating this situation was an increase in requests for FADs, due in part to complaints filed resulting from the hiring freeze and furloughs in FY 2013, and a de-certified class complaint. In 2014, the DON entered into an agreement with the U.S. Postal Service (USPS) to process the resulting backlog, sending 117 cases to USPS in October 2014. All backlogged cases were completed expeditiously by April 2015. The DON continues to grapple with FAD writer staffing issues, with only two re-employed annuitant FAD writers and a team lead on staff. The DON extended the contract with USPS in order to respond to an unusual volume of FAD/FO requests resulting from group complaints and/or de-certified class complaints and to assist with conflict of interest cases.

As shown in Chart 4 below, the DON received 275 FAD and FO requests in FY 2015, 83 (30%) of which were processed in a timely manner. While this is an increase from the 4% of timely FADs issued in FY 2014, the DON recognizes that major improvement is still needed and will continue to focus efforts on increasing timeliness in this area in FY 2016.

Chart 4: Final Agency Decisions (Merit)



Analysis of DON Complaints

Chart 5 below shows that non-sexual harassment continues to be the most prevalent claim within the DON for the last three fiscal years. Although current DON harassment policy processes only pertain to allegations of sexual harassment, the DON also requires major commands and subordinate activities to conduct a management inquiry when an employee alleges non-sexual harassment. The scope of the inquiry will depend upon the complexity of the issue(s) and people involved in the allegation. The inquiry must be conducted by a competent management official who is not working in EEO. If an employee raises this allegation through the EEO process, they are advised of the command/activity’s responsibility to conduct a management inquiry, which is a separate process that runs simultaneous to the processing of the EEO complaint. A new DON Anti-Harassment policy is currently under development. The goal is to officially establish a separate program and process for claims of non-sexual harassment and all harassment allegations. This is a clear demonstration of the DON’s commitment to ensuring a working environment free from harassment and providing a place where all groups have the ability to realize their full potential and participate fully in all employment processes.

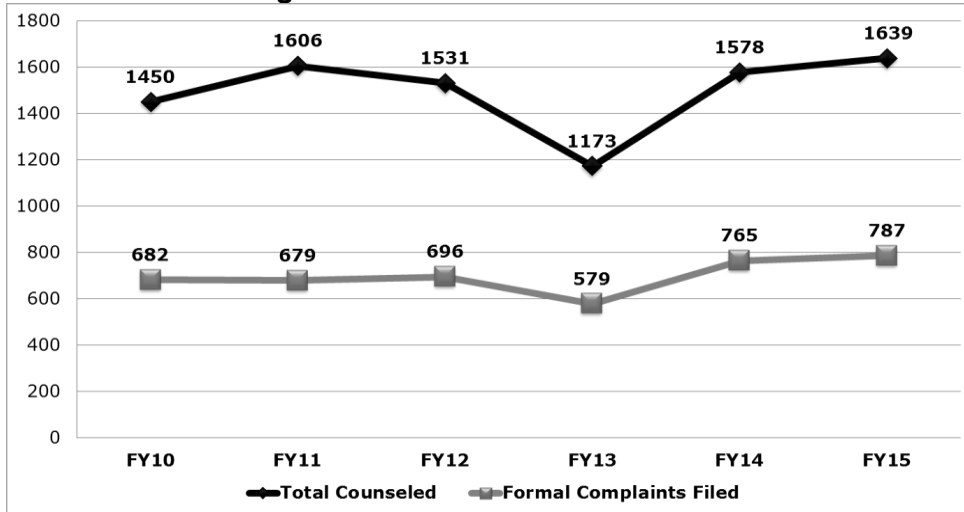
Chart 5: Most Prevalent Bases and Issues

FY 2013	FY 2014	FY 2015
Bases	Bases	Bases
• Reprisal	• Reprisal	• Reprisal
• Age	• Age	• Age
• Race – African American	• Race – African American	• Race – African American
• Sex - Female	• Sex - Female	• Disability - Physical
• Disability - Physical	• Disability - Physical	• Sex – Female
Issues	Issues	Issues
• Nonsexual Harassment	• Nonsexual Harassment	• Nonsexual Harassment
• Promotion/Nonselection	• Promotion/Nonselection	• Promotion/Nonselection
• Disciplinary Action	• Appointment / Hire	• Appointment / Hire
• Assignment of Duties	• Terms/Conditions of Employment	• Terms/Conditions of Employment
• Terms/Conditions of Employment	• Disciplinary Action	• Disciplinary Action

Counselings and Formal Complaints Filed

The DON counseled 1639 informal/pre-complaints in FY 2015. Of those cases, 787 (48%) resulted in formal complaints filed. As shown in Chart 6 below, this appears to be a trend over the last five fiscal years, with just under half of pre-complaints resulting in formal complaints. A review of complaints data from FY 2010 through FY 2015 shows that for those cases where no formal complaint was filed, on average 12% were due to settlement and 30% were due to the complainant withdrawing their complaint.

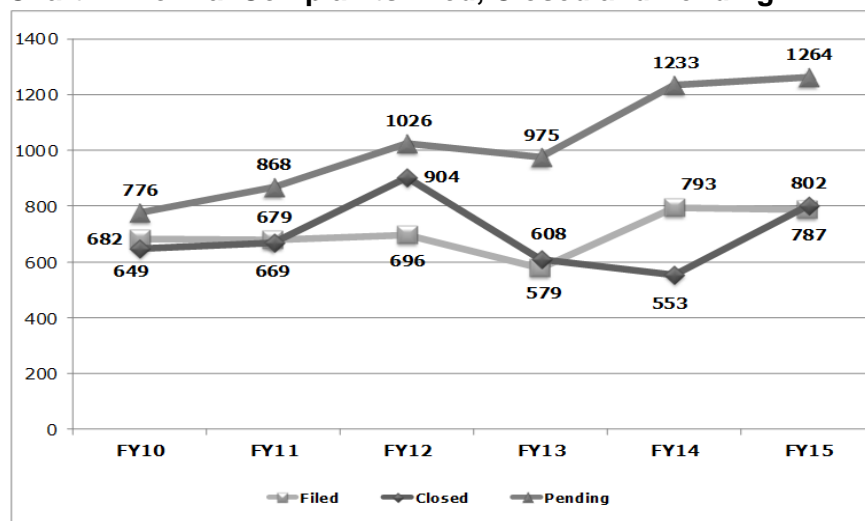
Chart 6: Counselings and Formal Filed



Formal Complaints Filed, Closed and Pending

In FY 2015, 787 formal complaints were filed, 802 were closed, and 1264 are pending. Of those pending, 52 (4%) are pending acceptance or dismissal, 286 (23%) are pending investigation, 684 (54%) are pending hearing, and 242 (19%) are pending a final action by the Agency. As previously reported, from FY 2011 through FY 2013, IRD experienced a considerable backlog in investigating cases. As illustrated in Chart 7 below, this backlog has resulted in an increased number of pending complaints on hand at the end of each fiscal year since FY 2013.

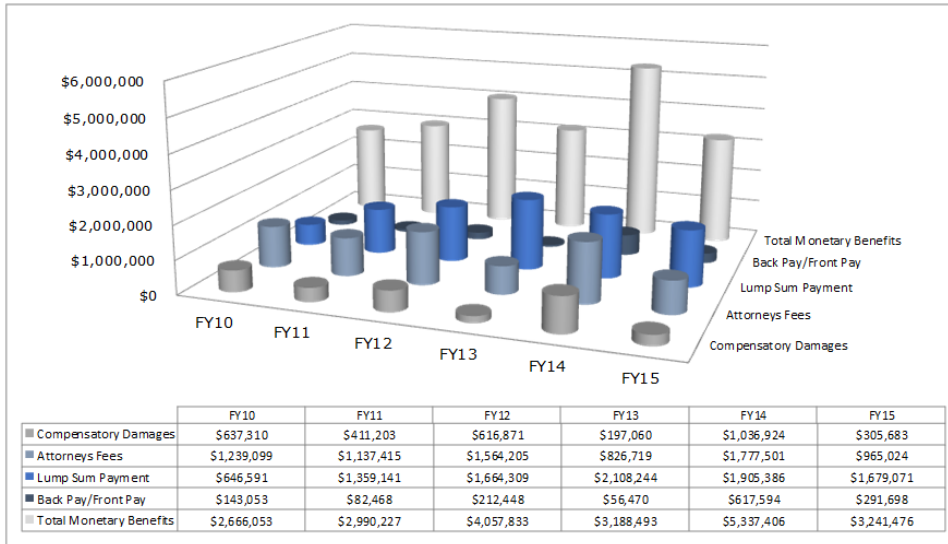
Chart 7: Formal Complaints Filed, Closed and Pending



Monetary Remedies

In FY 2015, the DON received one default judgment for untimely investigation, which was fully implemented. There were also three findings of discrimination, two of the three were fully implemented and one was settled. Although we have seen a reduction in the total amount of monetary remedies from the prior fiscal year, the DON still paid a considerable amount of monetary remedies, specifically in the areas of compensatory damages, attorneys fees and lump sum payments as shown in Chart 8 below.

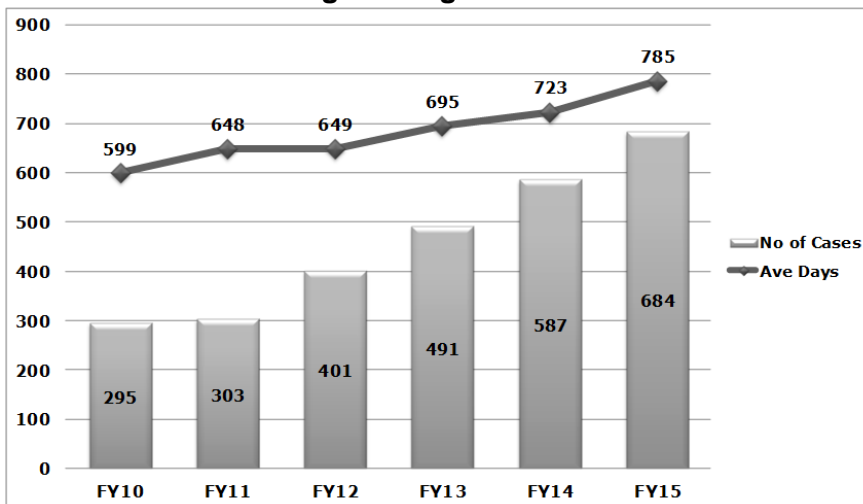
Chart 8: Monetary Remedies



Cases Pending Hearing

Although the DON does not own the hearing process, there is great concern regarding the timeliness of cases pending hearing. Chart 9 below shows that cases that are currently pending hearing have been waiting for an Administrative Judge's (AJ) decision for more than two years. For the last five years, DON cases completed at hearing took an average of 700 days from submission of hearing request to end of hearing either by AJ dismissal, remand to agency for FAD or AJ decision on the merits.

Chart 9: Cases Pending Hearing



Department of Navy
EEO Program Status Report
FY 2015
PART H (FY16)
PLANS TO CORRECT



<p>EEOC FORM 715-01 PART H</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>	
<p>DEPARTMENT OF THE NAVY</p>		<p>FY 2016 PLAN H (Restructuring)</p>
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p><u>Essential Element B</u>: Integration of EEO into the Agency's Strategic Mission</p> <ul style="list-style-type: none"> • The Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 110 revised August 5, 2015, Chapter 1 states, "The EEO complaint program is an integral part of the agency's "affirmative program to promote equal opportunity and to identify and eliminate discriminatory practices and policies." <u>See</u> 29 C.F.R. § 1614.102(a). To carry out this function in an impartial manner, the agency's personnel function must be kept separate from the EEO complaint process. The same agency official(s) responsible for executing and advising on personnel actions may not also be responsible for managing, advising, or overseeing the EEO pre-complaint or complaint processes. 	
<p>OBJECTIVES:</p>	<ul style="list-style-type: none"> • Command EEO programs will be restructured to come into compliance with EEOC Management Directive 110 (revised), Chapter 1. Priorities within restructuring proposals include the following: <ul style="list-style-type: none"> ○ EEO personnel are able to maintain and exercise the independent authority required for their positions. ○ Command Deputy EEO Officers and Deputy EEO Officers must have unfettered access to the EEO Officer. ○ Adequate resources for personnel and training, appropriate grade levels, and a private, neutral location for EEO services. ○ EEO personnel should not be under the supervision of officials who are responsible for executing and advising on personnel actions or who engage in the legal defense of claims of discrimination. 	
<p>RESPONSIBLE OFFICIAL:</p>	<p>DON Office of EEO Director and staff, Command EEOOs, Command Directors Civilian Human Resources (DCHRs), Command Deputy EEO Officers (CDEEOO), Human Resources Directors, Deputy EEO Officers (DEEOO), HR Specialists</p>	
<p>DATE OBJECTIVE INITIATED:</p>	<p>October 2015</p>	
<p>TARGET DATE FOR COMPLETION OF OBJECTIVES:</p>	<p>September 2016</p>	
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:</p>		<p>TARGET DATE</p>

	(Must be specific)
DASN (CHR) will send a Memorandum directing major commands to develop a plan for restructuring their EEO program.	February 28, 2016
Commands will develop proposed implementation plans and submit proposals to the DON Office of EEO (OEEEO) Director.	April 1, 2016
DON OEEEO Director either approves the plan or requests that the Command make identified changes.	June 30, 2016
All plans will be approved and in place for implementation at the start of FY 2017.	September 30, 2016
<p>REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:</p>	

<p>EEOC FORM 715-01 PART H</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>	
<p>DEPARTMENT OF THE NAVY</p>		<p>FY 2016 PLAN H (Complaints)</p>
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p><u>Essential Element E: Efficiency</u></p> <ul style="list-style-type: none"> Some of our major commands are not routinely meeting the regulatory timeframes for informal and formal complaints processing in accordance with 29 Code of Federal Regulations (CFR) §1614, the Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 110 and DON policy and guidance. 	
<p>OBJECTIVES:</p>	<ul style="list-style-type: none"> Complaints Processing <ul style="list-style-type: none"> <u>Pre-Complaint Processing</u> – Ensure that, at a minimum, 90% of pre-complaint processing are completed in accordance with 29 CFR §1614, EEOC MD 110 and DON policy and guidance. <u>Formal Complaint Processing</u> – Ensure that, at a minimum, 90% of formal cases are processed in accordance with all regulatory requirements (to include Final Agency Decisions and Final Orders). 	
<p>RESPONSIBLE OFFICIAL:</p>	<p>DON Office of EEO staff, Command Deputy EEO Officers (CDEEOO), Deputy EEO Officers (DEEOO), EEO Practitioners, Agency Representatives at the command/activity levels</p>	
<p>DATE OBJECTIVE INITIATED:</p>	<p>October 2015</p>	
<p>TARGET DATE FOR COMPLETION OF OBJECTIVES:</p>	<p>September 2016</p>	
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:</p>		<p>TARGET DATE (Must be specific)</p>
<p>The DON's ultimate goal is for all cases to be processed in a timely manner. However, the DON acknowledges that establishing milestones and recognizing small successes will help the servicing offices in their efforts to improve. Consequently, the complaints scorecard with green, yellow, and red zones was established to assist commands in reaching 100% compliance. In order to be effective, these zones will be adjusted at least on a yearly basis, ultimately recognizing only 100% timely processing in the green zone.</p> <ul style="list-style-type: none"> To raise the DON's compliance in formal processing, especially in investigation, the following areas will be included in the command's Scorecard: 		<p>September 2016 (specific action officers identified with individual planned activities)</p>

% of Cases Processed Timely				
METRICS	Goal	Green	Yellow	Red
Pre Complaint Process	100%	= > 90%	= > 80% but <90%	< 80%
Formal Process	100%	= > 90%	= > 80% but <90%	< 80%

Processing Days			
METRICS	Goal	Green	Red
Counseling	30 or 90 with ADR or extension	= < 30/90	> 30/90
Counselor Report	7 from formal complaint received	= < 7	> 7
Accept/Dismiss Notice	30 from formal complaint received	= < 30	> 30
Request for Investigation	30 from formal complaint received	= < 30	> 30
Investigation end	180 from formal complaint received or 270 with extension	= < 180/270	> 180/270

- The Office of EEO will pull scorecard data by major command on a quarterly basis to ensure timeliness and to immediately address quality of processing issues as they arise.
- CDEEOOs will be required to pull, at least, on a quarterly basis, scorecard data by servicing office to track compliance to regulatory requirements and address timeliness and quality of processing issues as expeditiously as possible.
- Continue the Working Group on Complaints Efficiencies. The group will focus on analyzing complaints processing to determine barriers to timely processing.

Action: DON Office of EEO, CDEEOOs, DEEOOs, EEO practitioners, Agency Representatives at the command/activity levels

Critical to progress in the overall DON complaints program is bridging the competency gaps within the 0260 community. For this reason, it is the DON's priority to continue to deploy training and information meetings on a regular basis in FY 2016.

- The DON Office of EEO will utilize the Defense Collaboration Services (DCS) to continue deployment of monthly training and discussion on complaints processing, status of processing and areas of concern specific to the DON.
- The DON Office of EEO will continue to provide guidance on complaints processing via email and monthly DCSs.
- Revitalize the DON Complaints Manual Working Group to review and update the DON Complaints Manual, which will ensure that DON guidance to EEO practitioners is appropriate and responds to current and new challenges in complaints processing.

September 2016
(specific action officers identified with individual planned activities)

<p><u>Action:</u> DON Office of EEO, CDEEOOs, DEEOOs, EEO practitioners, Agency Representatives at the command/activity levels</p>	
<p>The DON Office of EEO will continue close engagement and collaboration with IRD and other DoD components to resolve areas of delay within the investigative process.</p> <ul style="list-style-type: none"> • DON Office of EEO staff will attend regularly scheduled customer meetings with IRD to discuss current processing and plans to further improve timeliness. • Continue to engage IRD staff during the DON's weekly/monthly complaints DCS to discuss areas of concern and ways to improve • Continue monthly IRD report and ensure commands and IRD resolve deficiencies within a week of discovery <p><u>Action:</u> DON Office of EEO</p>	<p>September 2016</p>
<p>The DON Office of EEO will develop a plan to address timely issuance of Final Agency Decisions (FAD) and Final Orders (FO).</p> <ul style="list-style-type: none"> • DON Office of EEO will develop an electronic FAD / FO request process that will address timeliness issues with receiving and assigning FAD / FO for processing. • DON Office of EEO will enter into a contract with the United States Postal Service (USPS) to draft FADs. • DON Office of EEO Staff will draft FO, review FADs received from USPS, and sign and issue FADs and FOs. <p><u>Action:</u> DON Office of EEO</p>	<p>September 2016</p>
<p>REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:</p>	

Department of Navy
EEO Program Status Report
FY 2015
PART I (FY15)
ACCOMPLISHMENTS



Department
of the Navy

FY 2015 Plan I (Disabilities Campaign)

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:
Provide a brief narrative describing the condition at issue.

Numerous events in FY14 had significant impact on the DON Disability Program. The hiring freeze that was implemented in January 2013 continued into FY14 which made all hiring come to a halt. Specifically, the hiring of Individuals with Targeted Disabilities (IWTD) was virtually none existent in FY14. There were also training and travel restrictions, summer furloughs, a 20% cut at the headquarter activities and fall-out from the Navy Yard shooting. In addition, the DON Disability Program Manager (DPM) position was vacant through much of the year and finally filled with one quarter left in FY14.

How was the condition recognized as a potential barrier?

Table 1: IWTD/Non-Targeted Disabilities –Appropriated and Non-Appropriated Fund

Appropriated Fund & Non-Appropriated Funds	EEOC Goal	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014		2.00% less FY 2014 DON Participation
		#	%	#	%	#	%	#	%	#	%	
Individuals With Targeted Disabilities	2.00%	1,632	0.67%	↓ 1,581	↓ 0.64%	↓ 1,560	↓ 0.63%	↓ 1,550	↑ 0.64%	↓ 1,480	↓ 0.62%	↓ 1.38%
Individuals With Non-Targeted Disabilities	N/A	13,266	5.45%	↑ 14,227	↑ 5.79%	↑ 15,063	↑ 6.11%	↑ 17,006	↑ 6.97%	↓ 17,004	↑ 7.09%	N/A
Total Workforce Current FY 2014 (AF & NAF)	N/A	243,405		245,729		246,494		243,926		239,790		N/A

Due to the numerous events listed above, the entire workforce was impacted, with significant impact on IWTD. As shown below, the DON population of IWTD decreased from 1,550 in FY13 to 1,480 in FY14. While the percentage slightly decreased from 0.64% in FY13 to 0.62% in FY14.

There were 17,004 individuals with non-targeted disabilities in the DON population in FY14 which is only two fewer individuals with non-targeted disabilities than the total of 17,006 in FY13. Since the number of individuals with non-targeted disabilities stayed virtually the same but the DON overall population decreased, there was a slight increase in percentage of individuals with non-targeted disabilities from 6.97% in FY13 to 7.09% in FY14.

The DON participation rate of IWTDs is below EEOC's goal of 2.0% at only 0.62%. Individuals with non-targeted disabilities continued a six year trend of increased participation in FY14 which can be attributed in part to the DON's strong commitment to hire Wounded Warriors.

Table 2: IWTD 5 Year Trend of Accessions and Separations

EEOC Target Goal = 2.00%	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
	#	%	#	%	#	%	#	%	#	%
Total IWTD Accessions	74	0.30%	↑ 103	↑0.50%	↓ 91	↑0.51%	↓ 51	↓0.45%	↓ 43	↓0.33%
Total Workforce Accessions	24,768		20,477		17,709		11,427		13,136	
Total IWTD Separations	149	0.85%	↑ 197	↑1.08%	↓ 161	↓0.88%	↓ 150	↑0.89%	↓ 132	↑0.91%
Total Workforce Separations	17,468		18,312		18,196		16,875		14,438	

Note: This table includes DON AF permanent and temporary employees only.

Since 2010, the total number of individuals hired into the DON has decreased significantly. The Navy-wide hiring freeze in FY13 significantly impacted accessions, which shows a slight increase in FY14. IWTD Separations have outpaced Accessions for the past five fiscal years. While the percentage of IWTD separations increased slightly from .89% to .91% in FY14 that was due to the fact that the total DON population in FY 14 at 239,790 was lower than in FY13 at 243,926. The actual number of people who separated decreased slightly from 150 in FY13 to 132 in FY14.

A deeper look was taken into the Nature of Action (NOA) on the 132 separations. Out of the 132 separations, 26 were involuntary actions and 106 were voluntary actions that included 78 retirements (disability, voluntary, special option), 23 resignations, 21 terminations of time limited appointments, 5 deaths, 4 removals, and 1 termination during probationary period. Exit interviews and surveys are not fully utilized throughout DON to determine additional reasons why IWTDs are leaving DON. In FY15, the goal is to ensure EEO is involved in development of an exit interview/survey to ensure the right questions are being asked to get the anecdotal information needed to further analyze.

BARRIER ANALYSIS:
Provide a description of the steps taken and data analyzed to determine cause of the condition.

The DON established a DON wide Individuals With Disabilities (IWD) barrier analysis working group to identify barriers for the IWD/IWTD community. This working group discusses and shares best practices in an effort to identify effective attitudinal barrier removal strategies. The initial meetings of this group in FY14, made up of EEO personnel from each command, show lots of potential for actionable items in FY15 as numerous barriers have been identified. We expect to learn about the effectiveness of the commands' barrier removal strategies in FY15.

STATEMENT OF IDENTIFIED BARRIER:
Provide a succinct

The following are the major barriers identified for the IWD program in FY14:
 1. Attitudinal Barriers towards the IWD population
 2. 508 compliance of Computer Based Trainings (CBTs)

Three types of attitudinal barriers have been identified (via numerous sources) in

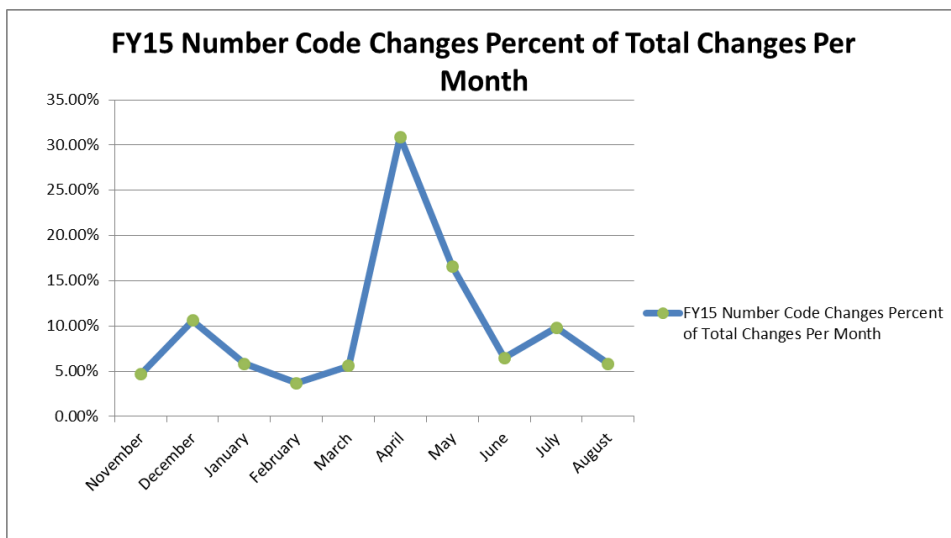
<p>statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>regards to the IWD population. One is the attitudinal barrier of Individuals with Disabilities who are fearful of coding themselves correctly in MyBiz, a web-based tool created by the Department of Defense (DOD) which is part of the Defense Civilian Personnel Data System (DCPDS), or via the SF-256 because of how they believe the data may be utilized or that the information may be shared inappropriately. A second attitudinal barrier exists in the Human Resources environment where comments have been made that the use of special hiring authorities slows the timing of recruitment actions and IWDs referred for appointment via the Schedule A hiring authority are not OPM qualified. A third attitudinal barrier identified exists within the workforce (including hiring managers) who have expressed the following beliefs/myths regarding IWDs (This list is not all inclusive):</p> <ul style="list-style-type: none"> • IWD can only perform in certain jobs/occupational series • IWD need lengthy/expensive accommodations, • Supervisors are uncomfortable interacting with IWDs (may do something wrong that will offend or result in a discrimination complaint) • Supervisors are concerned about lowering performance expectations <p>In FY14, a majority of DON commands addressed attitudinal barriers through training to educate supervisors and managers on DON reasonable accommodation procedures, the disability program, disability etiquette, unconscious and hidden bias, available hiring authorities for IWD (Schedule A, subpart (u)), available hiring sources (Workforce Recruitment Program, OPM Shared Register, Wounded Warrior Programs), barrier analysis, and hidden disabilities (post-traumatic stress disorder and traumatic brain injury).</p> <p>Section 508 was enacted to eliminate barriers in information technology, open new opportunities for people with disabilities, and encourage development of technologies that will help achieve these goals. The law applies to all Federal agencies when they develop, procure, maintain, or use electronic and information technology. An additional barrier was identified related to equal access of Computer Based Trainings (CBTs) for individuals with disabilities that utilize assistive technology (including JAWS, screen reader software and Dragon Naturally Speaking, voice recognition software). Numerous commands reported to the DON EEO Office that employees within their command were having issues with taking the trainings (most of them mandatory) because the trainings were not compatible with their assistive technology.</p> <p>In FY15, the DON-wide IWD barrier analysis working group will take a deeper dive into all of these barriers and the formation of elimination plans to eradicate them.</p>
<p>OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<ul style="list-style-type: none"> • To determine if there are barriers within the DON that impact hiring of and opportunities for Individuals with Targeted Disabilities throughout the entire employment cycle. • In response to the DON slowdown in focusing on Disability Recruitment, in FY15, a DON wide IWD Hiring/Awareness Campaign will be deployed to address the identified barriers.

RESPONSIBLE OFFICIAL:	DON Office of EEO, Command Deputy EEO Officers (CDEEOO), Deputy EEO Officers (DEEOO), EEO Specialists, DCHRs, HR Specialists, hiring officials, supervisors and managers, senior level managers involved in barrier analysis efforts, and Office of Civilian Human Resources (OCHR)	
DATE OBJECTIVE INITIATED:	October 2014	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 2015	
EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
Announcement of the DON IWD Champion	16 February 2015 COMPLETED	
Establish a working group (of relevant stakeholders) to develop the plan for this campaign to be chaired by the DON IWD Champion who is a member of the SES community and the DON Disability Program Manager (DPM). This group will meet at least monthly. This campaign will focus on re-educating the workforce on the importance of hiring and retaining our IWD/IWTD population and the end result is to increase the numbers of IWDs and IWTDs in DON.	6 March 2015 COMPLETED	
Create a plan for the IWD Hiring/Awareness Campaign with actionable items and target dates. (Some of the aspects of the campaign will include talking points for DON senior leadership, leveraging the DON Operation Hiring Solutions initiative, resurveying the workforce to update their disability codes, developing and deploying a toolkit regarding Schedule A hiring, memorandums from DON senior leadership covering different IWD topics, creating and distributing disability newsletters, and DON wide training presentations)	30 March 2015 COMPLETED Additional action being taken in FY 2016	
Continue current IWD barrier analysis working group (monthly meetings) to look further into the barriers and create barrier elimination plans	30 September 2015 COMPLETED	

REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:

In FY 2015, a DON wide Disabilities Campaign was started to raise awareness of the issues and barriers for the DON IWD community. As part of this FY 2015 DON Disabilities campaign, a DON wide Senior Executive Service (SES) IWD champion was appointed as well as IWD champions at all 22 major commands. The first of its kind champion working group meetings were started to tie all of the IWD SES Champions at the command level together to align efforts, identify barriers, create an action plan to eradicate barriers, as well as share best practices. This IWD champion working group met quarterly through out the year. Topics discussed at these meetings included: the DON workforce disability profile, the SF-256 and encouraging self-identification of disability status, the DON Reasonable Accommodation process, National Disability Employment Awareness Month (NDEAM), Schedule A(u) hiring authority, Workforce Recruitment Program (WRP) and talking points for senior leaders. To further facilitate discussion among the SES IWD Champions, an IWD Champion portal page was created to share information with IWD champions on different disability program requirements, to provide them with opportunities to learn more about their role as well as give them a place to share best practices from their commands.

Also as part of the FY 2015 campaign, there were numerous efforts to have employees update/verify their disability information in MyBiz, a web-based tool created by the Department of Defense (DOD) that is part of the Defense Civilian Personnel Data System (DCPDS) and enables DON civilians to view and update their personnel and personal data. A statement was added to the Leave and Earning Statement (LES) of every DON employee that asked employees to update/verify their personnel information including disability status. This statement changed through out the year to catch the attention of the employee but was listed on the LES for all of FY 2015 (and is continued into FY 2016). A memo was signed out in April 2015 by the Deputy Assistant Secretary of the Navy (DASN) Civilian Human Resources (CHR) for Manpower & Reserve Affairs (M&RA) encouraging employees to update their information which is reviewed at the aggregate level. For the entire month of May 2015, anytime a DON user went into the Total Workforce Management System (TWMS), a pop-up message came up asking employees to verify their personal information, including disability status, in MyBiz. The data was analyzed from the months of November 2014 to August 2015 to look for what worked. As shown in the chart below, for the months of April and May, following the memo and the TWMS pop-up, almost half of the total changes for the year occurred. In April, 876 (30.89%) disability coding changes occurred, and in May, 471(16.61%) coding changes occurred. These two efforts were the most successful in getting employees to update their disability status. Similar efforts will be continued in FY 2016.



The DON created and disseminated monthly IWD Hiring Reports that included disabled veteran hires by appointment authority. The use of recruitment options for IWDs was expanded in part through education for the hiring managers with numerous OCHR fact sheets in conjunction with multiple Defence Collaboration Services (DCS) sessions from senior leadership as part of Operation Hiring Solutions (OHS) efforts with a fact sheet, how to guide, and largely attended (more than 100 lines) teleconference by Joyce Bender and the Bender Consulting Team. The OPM Shared Bender List was also marketed throughout DON as part of the OHS. DON also held its annual Wounded Warrior Conference which offered application workshops and resume review.

Additional information on the efforts to increase the participation rate for IWDs and IWTDs are addressed in Part J of this report.

DEPARTMENT OF THE NAVY

**FY 2015 Plan I
(Working Groups & Low Participation)**

**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?

In FY 2014, the DON total workforce was 239,790, which is -0.18% difference from FY 2013. Of that total, 190,979 were permanent Appropriated Fund (AF) employees; 3,770 were temporary Appropriated Fund employees and 45,041 were Non-Appropriated Fund (NAF) employees. The decrease in the workforce between FY 2013 and FY 2014 occurred with permanent and temporary AF employees. The percent of change for permanent AF employees was -0.12%, while the percent of change for the temporary AF positions was -13.55% between FY 2013 and FY 2014. The percent of change for NAF employees between FY 2013 and FY 2014 was 0.91%. The Total Workforce numbers for FY 2014 exclude 19 male and 5 female permanent appropriated fund employees who did not provide their race.

Overall DON Workforce: When the DON workforce was compared to the 2010 National Civilian Labor Force (NCLF), the participation rate of three groups is below their respective NCLF. These groups are Hispanic Males, Hispanic Females and White Females, with the White Females being significantly below the NCLF.

Table 1: Total Workforce Low Participation Rate

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Performance Marker
Hispanic	Male	3.35%	↑ 3.39%	↑ 3.50%	↑ 3.61%	→ 3.61%	5.20%	1.59%	
	Female	2.62%	↓ 2.61%	↑ 2.68%	↑ 2.79%	↓ 2.75%	4.80%	2.05%	
White	Male	44.84%	↑ 44.89%	↓ 44.63%	↓ 44.00%	↑ 44.73%	38.30%		
	Female	20.42%	↓ 19.96%	↓ 19.58%	↑ 19.60%	↓ 19.10%	34.00%	14.90%	

Three groups - Hispanic males (HM), Hispanic females (HF) and White females (WF) are represented in the DON workforce at lower rates that they participate in the National Civilian Labor Force (NCLF). For more than five years, HM, HF, and WF have participated in the DON workforce at a lower rate than they do in the NCLF. HM maintained the same percent of the DON workforce that they did in FY 2013 (3.61%), while HF (2.75%) and WF (19.10%) both had slight drops in their participation rates equating to changes of -0.04% and -0.50% respectively compared to FY 2013.

Table 2: Permanent Appropriated Fund Low Participation Rate

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Performance Marker
Hispanic	Male	3.25%	↑ 3.32%	↑ 3.48%	↑ 3.63%	↑ 3.65%	5.20%	1.55%	
	Female	1.62%	→ 1.62%	↑ 1.68%	↑ 1.69%	↓ 1.68%	4.80%	3.12%	
White	Male	51.14%	↑ 51.29%	↓ 51.06%	↓ 50.90%	↑ 51.44%	38.30%		
	Female	18.68%	↓ 18.18%	↓ 17.69%	↓ 17.43%	↓ 17.11%	34.00%	16.89%	
Black	Male	7.46%	↑ 7.66%	↑ 7.90%	↑ 8.12%	↓ 8.06%	5.50%		
	Female	5.61%	↓ 5.45%	↓ 5.41%	↑ 5.48%	↓ 5.32%	6.60%	1.28%	
AIAN	Male	0.44%	→ 0.44%	↓ 0.43%	↑ 0.65%	↑ 0.66%	0.30%		
	Female	0.20%	↓ 0.19%	↓ 0.17%	↑ 0.27%	↓ 0.25%	0.30%	0.05%	

The groups that fall below the 2010 NCLF include HM, HF, WF, Black Females (BF), American Indian/Alaskan Native Females (AIANF). These are the same groups that were below the NCLF in FY 2013. In FY 2014, HM improved by 0.2% while the other four groups that are below the NCLF dropped by the following amounts: HF (-0.01%), WF (-0.32%), BF (-0.16%), AIANF (-0.02%). While still above the NCLF, Asian Females and Black males also experienced a drop in their participation rates. It should be noted that the three groups of most concern in the AF Permanent workforce remain HM, HF and WF.

Table 3: Temporary Appropriated Fund Participation Rate

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Performance Marker
Hispanic	Male	2.88%	↑ 2.97%	↓ 2.26%	↓ 2.18%	↑ 2.60%	5.20%	2.60%	
	Female	2.68%	↓ 2.34%	↑ 2.46%	↑ 2.50%	↓ 2.18%	4.80%	2.62%	
White	Male	44.82%	↑ 45.91%	↓ 45.82%	↑ 49.81%	↑ 51.35%	38.30%		
	Female	25.33%	↓ 24.46%	↑ 25.25%	↓ 22.86%	↑ 22.94%	34.00%	11.06%	
Black	Male	5.89%	↓ 5.87%	↓ 5.10%	↑ 5.21%	↑ 5.38%	5.50%	0.12%	
	Female	6.15%	↓ 5.74%	↑ 5.88%	↓ 5.07%	↓ 5.04%	6.60%	1.56%	
AIAN	Male	0.47%	↓ 0.42%	↓ 0.34%	↑ 0.46%	↓ 0.29%	0.30%	0.01%	
	Female	0.37%	↑ 0.41%	↓ 0.32%	↑ 0.44%	↓ 0.34%	0.30%		

Between 2013 and 2014, AF temporary employees in the DON workforce decreased by -13.55% equating to a loss of 591 employees. In the past these employees were analyzed with the permanent AF employees. While they are a small group, without splitting them out, it is impossible to tell if they are impacting the data on permanent employees or if the larger number of permanent employees is covering something that may be occurring within this group. Table 3 shows the participation rate of temporary AF employees by gender and demographic group. The Temporary AF employees follow a pattern similar to the permanent AF employees in that the groups with low participation in this segment of the workforce include HM, HF, WF, BF, BM and AIANM. The only difference between FY 2013 and FY 2014 is that AIANM have fallen slightly below the NCLF in FY 2014. As noted previously, the number of temporary AF employees in the DON is small and as a result the loss of 9 AIANM (see Workforce Table A-1) moved this group from being above the NCLF in FY 2013, to just below the NCLF in FY 2014.

Table 4: Non-Appropriated Fund Low Participation Rate

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Performance Marker
Hispanic	Male	3.88%	↓ 3.74%	↑ 3.75%	↓ 3.65%	↓ 3.55%	5.20%	1.65%	
	Female	7.04%	↓ 7.02%	↑ 7.09%	↑ 7.19%	↑ 7.34%	4.80%		
White	Male	16.92%	↓ 16.44%	↓ 16.42%	↓ 16.17%	↓ 15.70%	38.30%	22.60%	
	Female	27.34%	↓ 27.21%	↓ 27.08%	↑ 27.89%	↓ 27.23%	34.00%	6.77%	
AIAN	Male	0.27%	↓ 0.24%	→ 0.24%	↑ 0.26%	→ 0.26%	0.30%	0.04%	
	Female	0.49%	→ 0.49%	↑ 0.52%	→ 0.52%	↑ 0.53%	0.30%		

FY 2014 is the first time the commands with NAF employees have analyzed and understood their data. In the past, the three commands with NAF data provided it for consolidation into the DON EEO Annual Assessment but an in-depth analysis at the command-level did not occur. This is changing as a working group will meet throughout FY 2015 to understand this population at the DON level and gain insight on potential barriers to full participation at the activity level. The NAF population is largely comprised of females (65.39%), making the groups with low participation different than for the AF workforce. Similar to the AF workforce, HM and WF in the NAF workforce are participating below the NCLF; but unlike the AF workforce, WM and AIANM also have low participation in the NAF occupations. The NAF working group will begin its analysis by looking at the types of positions that are available in the NAF at each command as well as how recruitment, retention and development are handled for NAF employees in the three commands. This should help illuminate why BF and AF are over two to six times higher than the NCLF.

Table 5: DON Workforce by Disability

Appropriated Fund & Non-Appropriated Funds	EEOC Goal	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014		2.00% less FY 2014 DON Participation
		#	%	#	%	#	%	#	%	#	%	
Individuals With Targeted Disabilities	2.00%	1,632	0.67%	↓ 1,581	↓ 0.64%	↓ 1,560	↓ 0.63%	↓ 1,550	↑ 0.64%	↓ 1,480	↓ 0.62%	↓ 1.38%
Individuals With Non-Targeted Disabilities	N/A	13,266	5.45%	↑ 14,227	↑ 5.79%	↑ 15,063	↑ 6.11%	↑ 17,006	↑ 6.97%	↓ 17,004	↑ 7.09%	N/A
Total Workforce Current FY 2014 (AF & NAF)	N/A	243,405		245,729		246,494		243,926		239,790		N/A

The DON population of IWTD decreased from 1,550 in FY 2013 to 1,480 in FY 2014. While the percentage slightly decreased from 0.64% in FY 2013 to 0.62% in FY2014. There were 17,004 individuals with non-targeted disabilities in the DON population, a very small decrease from 17,006 people from FY 2013. Despite this, the percentage increased from 6.97% in FY 2013 to 7.09% in FY 2014. Individuals with non-targeted disabilities continued a six year trend of increased participation in FY 2014, increasing by .12% to a total of 7.09%. The DON participation rate of IWTDs is below EEOC’s goal of 2.0% at only 0.62%.

BARRIER ANALYSIS:
Provide a description of the steps taken and data analyzed to determine cause of the condition.

Since FY 2012, the DON has analyzed AF and NAF workforce data separately. The funding for these two groups comes from different allocations. AF positions are paid from funding approved and received from Congress; while NAF positions are paid from revenue generated by “fee for services” provided by the Morale, Welfare and Recreation (MWR), Marine Corps Community Services (MCCS) and the Navy Exchange (NEX). The two different types of employees are also governed by separate employment policies, practices and procedures. Only three of the 20 major commands in the DON have NAF employees. These include NV52 Commander, Navy Installations Command (MWR employees); NV27 U.S. Marine Corps (MCCS employees); and NV23 Naval Supply Systems Command (NEX employees). In FY 2014, the three major Commands with NAF employees conducted their initial analysis of NAF workforce data.

A review of the DON major commands’ workforce profiles confirms trends similar to

those reported for the DON. Since these anomalies are consistent across the enterprise, the DON will continue to focus our efforts to determine what, if any, factors are preventing these groups with significant low participation (HM, HF, WF, IWTD) from participating at a level comparable to their availability in the labor force.

Examination of the AF occupational categories shows that the top three occupational categories are Officials and Managers, Professional and Craft Workers. This determination validates the fact that the top major commands within the DON have occupations largely in the Management and Program Analysis, Engineering, Information Technology, and Engineering Technician series. In contrast, most of the occupations in the NAF workforce are in the Sales Store Clerical, Education and Training Technician, Recreation Aid, and Custodial Worker series. Again, this demonstrates how vastly different AF and NAF workforce are, requiring separate in-depth analysis.

Additional review of the DON AF workforce also shows Asian males and females have robust participation but do not enjoy the same participation rate in high grades and Senior Executive Service (SES) levels when considering their presence in the pipeline grades. The DON began to examine this anomaly in FY 2009 which was then expanded to include analysis of all other groups' participation at the pipeline, high grades and SES.

Because analysis of the described triggers at the aggregate level results in obfuscation of the actual barriers, much of the information required to conduct an in-depth barrier analysis is required from the command level. For example, analysis of specific promotion policies, practices and procedures, as well as recruitment and hiring practices must be conducted at the levels of major commands and their subordinate activities. With the proviso that they are compliant with law, rule, regulation or higher directives/instructions, commands have the latitude of establishing local instructions on promotions, hiring or other employment life cycles, or negotiating local procedures in their collective bargaining agreements. This further drives the need for analysis at the command and activity level. In addition, the determination of positions that are considered mission-critical is also made at the command level. Therefore, we rely on the information provided by the major commands to identify the specific barriers with resultant plans of corrective action. Commands are at different stages in their barrier analysis efforts which further impact our ability to conduct in-depth analysis at the aggregate level.

To accelerate these overall program execution efforts, the DON will continue to develop and deploy numerous training courses critical to the development of competencies, as well as ensuring engagement of appropriate stakeholders at the command and activity levels. Overall, the commands' barrier analysis efforts to date indicate a better understanding of the data analysis process and the need for a more strategic approach in order to complete the barrier analysis process. The majority of major commands are engaging in good data analysis and are moving toward "in-depth" analysis; however, there are still a few that have not fully completed all aspects of barrier analysis process. While they are capable of performing initial analyses on policies and procedures, they do not demonstrate the ability to peel back the "layers of the onion" in order to understand the root cause of the potential barrier.

The DON has developed EEO Plans for the commands and activities to address the triggers noted above, taking into consideration the varying degrees of experience and

	<p>skills now resident in commands. In FY 2014, DON will use varying methods to leverage the experience and skills of those commands that have retained their experienced workforce and have had success with barrier analysis. While we cannot identify specific barriers based on the analyses performed across DON to date, we can take advantage of ongoing training and cooperative efforts to establish working groups that will both advance the understanding of triggers which possibly point toward barriers, as well as leverage existing practitioner skills and experience to assist with the knowledge transfer needed to ensure a strong EEO program across DON.</p> <p>For more detailed information on the DON's FY 2014 AF analysis on all the triggers mentioned above, refer to FY 2014 PART I, PART J and PART E Attachment (Workforce Analysis).</p>
<p>STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>While we can conclusively identify triggers that could suggest barriers in the recruitment, hiring, retention and development of the DON workforce, DON cannot pinpoint an identified barrier without the full range of analysis necessary to fully understand the conditions affecting full participation by all groups. Efforts to identify barriers will continue in FY 2015.</p>
<p>OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<ul style="list-style-type: none"> • To determine if there are barriers within the DON that impact opportunities for Hispanic males, Hispanic females, White females and Individuals with Targeted Disabilities throughout the entire employment cycle. • To determine the factors that limit or impact advancement of Asian males and Asian females, as well as other groups, to high grade and SES levels.
<p>RESPONSIBLE OFFICIAL:</p>	<p>DON Office of EEO Management Program Director & staff, Command Deputy EEO Officers (CDEEOO), Deputy EEO Officers (DEEOO), HR Officers, hiring officials, supervisors and managers, senior level managers involved in barrier analysis efforts, and Office of Civilian Human Resources (OCHR)</p>
<p>DATE OBJECTIVE INITIATED:</p>	<p>October 2014</p>
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>September 2015</p>

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
<p><i>Note: Factors that created challenges to barrier analysis in FY 2013 carried over into FY 2014. For example, the furloughs and hiring freeze of FY 2013 continued into FY 2014 but the impact of losing EEO staff members at the headquarters level who could not be replaced due to the hard hiring freeze meant that the DON EEO office did not have an AEP or SEP manager for most of FY 2014. In addition, the turnover in CDEEOOs and DEEOOs was tremendous with the restructuring and transition to a new HR service delivery model. The DON continued to conduct training for the new EEO Specialists who transitioned in May 2013 and for current EEO Specialists who were transitioning into positions that no longer only counseled complaints. The commands are at varying levels in their barrier analysis due to the differences in expertise and knowledge of the command EEO staffs assigned to manage the command EEO Programs. The DON EEO Office will continue to provide training in FY 2015. This is a continuation of analysis that was started in FY 2014.</i></p>		
<p>1A. In FY 2015, the commands and subordinate activities will continue to examine and determine what factors, if any, are causing low participation rates for:</p> <ul style="list-style-type: none"> • Hispanic males • Hispanic females • White females • Individuals with Targeted Disabilities <p>This will begin by looking at each group and the major occupational series of those groups. A working group will assist the DON in the completion of this analysis.</p> <p>1B. Commands should also look into the factors that potentially impede the advancement into the high grades and SES for:</p> <ul style="list-style-type: none"> • Asian males • Asian females • other groups as appropriate <p>The unanswered question in the analysis that began in FY 2014 will be the starting point for this. The DON EEO Program will work with the DON Executive Management Program to conduct this analysis.</p> <p>If it is determined that there is no barrier at the command/activity level, an explanation of the <u>type of review</u> conducted, <u>why and how the command reached this conclusion</u> must be provided.</p> <p>If the review shows there is a potential barrier, provide a detailed report on the <u>extent of the review, why and how the command reached this conclusion</u>.</p> <p>If a barrier is found, commands must detail <u>why and how the command reached this conclusion, establish action plans to correct and eliminate the identified barrier, monitor progress, evaluate effectiveness of the planned</u></p>	<p>September 30, 2015</p> <p>1A. In Process Will be completed in FY 2016</p> <p>1B. In Process Will be completed in FY 2016</p>	

<p><u>activities and modify</u>, if needed.</p> <p>If command is not yet in the position to draw any conclusion, commands must provide an explanation of the <u>type of review</u> conducted, <u>why and how the command reached this conclusion</u>, including <u>a status on the planned activities completed</u> thus far and their <u>next steps in the process</u>.</p> <p>If results of separate analysis on each group confirm that issues found are consistent across most or all groups, status reports must reflect this determination. Consequently, commands may establish one barrier elimination plan for all groups affected.</p> <p><u>Action</u>: DON Office of EEO Management CDEEOOs, DEEOOs, HR/EEO practitioners, Designated Command Diversity Champions and Senior Leaders/Managers</p>	
<p>2. The DON Office of EEO Management will continue to utilize working groups to focus barrier analysis efforts on specific trigger/issues that are common across multiple commands. Working groups will explore common triggers affecting similar workforces in an effort to build synergy around barrier analysis for common problems. A DON Office of EEO & Management staff member will be assigned to guide the working group's efforts.</p> <p>A. The DON Office of EEO Management will collaborate with the DON Executive Management Program Office to analyze and determine if there are barriers at the Senior Executive Service level that potentially prevent all groups from participating at a much higher rate.</p> <p>B. Establish a working group that will conduct a more thorough analysis on the low participation of Hispanic Males, Hispanic Females, White Females, and High Grades. Commands will work together to identify effective barrier removal strategies for each group once a barrier is identified. Commands that have already initiate barrier removal efforts are expected to share their initial evaluations of the effectiveness of their efforts. Participants will be selected based on commands with similar issues.</p> <p>C. The three major commands who comprise the NAF population will work together to conduct a separate analysis on their respective NAF workforces, looking for common triggers/barriers.</p> <p>D. The commands that have identified an attitudinal barrier to the hiring of individuals with targeted disabilities will work together to identify effective barrier removal strategies. Commands that have already initiate barrier removal efforts are expected to share their initial evaluations of the effectiveness of their efforts. Participants will be selected based on commands that have identified an attitudinal barrier in their MD-715 Report.</p>	<p>September 30, 2015</p> <p>2A. In Process Will be completed in FY 2016</p> <p>2B. In Process Will be completed in FY 2016</p> <p>2C. Completed Initial workforce analysis completed by NAF Working Group. The group will continue this work with barrier analysis efforts.</p> <p>2D. Completed Individuals with Disabilities (IWD) Working Group met every other month to begin these efforts and others related to recruitment and retention of (IWD).</p>

Action: DON Office of EEO Management, CDEEOOs, DEEOOs, HR/EEO practitioners, Designated Command Diversity Champions and Senior Leaders/Managers

REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:

In 2015, seven working groups were initiated. Some had more immediacy to the work that was designated for them and they got started immediately. Other groups were formed but were not fully functioning. The plan is for working group efforts to continue in FY 2016. The working group on Low Participation, which is the group that was designated to focus on 1A, 1B, 2A and 2B above, met but did not accomplish its plans. Other groups, like the NAF and IWD working groups, met regularly and important work products like the NAF workforce analysis resulted. Similarly, the Data Users Working Group, the Special Emphasis Working Group and the Complaints Working Group all had active participation and either completed assigned products, provided training, or developed best practices.

With the new EEO data reports that have been added to the EEO App, commands can now conduct more in-depth analysis of their workforce profiles. The next logical step is continuing to teach practitioners how to use the data reports and then developing a template for a profile of various groups with low participation by command, while the HR analytics group completes the Cube for further data analysis. This will result in a change in the planned activities of this objective in FY 2016.

**Department of Navy
EEO Program Status Report
FY 2015
PART I (FY16)
PLANS TO ELIMINATE**



DEPARTMENT OF THE NAVY

**FY 2016 Plan I
(Low Participation & Working Groups)**

**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?

In FY 2015, the DON total workforce was 246,497, which is a net change of 2.8% from FY 2014. Of that total, 199,359 were permanent Appropriated Fund (AF) employees; 3,883 were temporary Appropriated Fund employees and 43,255 were Non-Appropriated Fund (NAF) employees. Compared to the end of the prior year, this was a 4.39% net increase for permanent AF and a 3.0% net increase for temporary AF employees. Only NAF employees saw a net decrease (-3.97%) between the end of FY 2014 and the end of FY 2015. Changes in the number of AF employees are at least partially attributable to Operation Hiring Solutions, an initiative at the Office of Civilian Human Resources to meet the needs of the Department of Navy (DON) resulting from the hard hiring freeze in FY 2013 and FY 2014. Additional detail about Operation Hiring Solutions is available in the Part E Executive Summary of this report.

The Total Workforce numbers for FY 2015 exclude 17 male and 4 female permanent appropriated fund employees who did not self-identify their race, as well as 4 employees who did not self-identify their gender.

Overall DON Workforce: When the DON workforce was compared to the 2010 National Civilian Labor Force (NCLF), the participation rate of three groups is below their respective NCLF. These groups are Hispanic Males (HM), Hispanic Females (HF) and White Females (WF), with the White Females being significantly below the NCLF.

Table 1: Total Workforce Low Participation Rate

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Participation Marker
Hispanic	Male	3.39%	↑ 3.50%	↑ 3.61%	→ 3.61%	↑ 3.72%	5.20%	1.48%	
	Female	2.61%	↑ 2.68%	↑ 2.79%	↓ 2.75%	↓ 2.74%	4.80%	2.06%	
White	Male	44.89%	↓ 44.63%	↓ 44.00%	↑ 44.73%	↑ 45.11%	38.30%		
	Female	19.96%	↓ 19.58%	↑ 19.60%	↓ 19.10%	↓ 18.67%	34.00%	15.33%	
Black	Male	7.51%	↑ 7.70%	↑ 7.83%	↓ 7.78%	↑ 7.93%	5.50%		
	Female	6.81%	↑ 6.82%	↑ 6.99%	↓ 6.84%	↓ 6.74%	6.60%		
Asian	Male	6.52%	↑ 6.53%	↑ 6.69%	↑ 6.72%	↑ 6.75%	2.00%		
	Female	4.71%	↓ 4.63%	↑ 4.81%	↓ 4.65%	↓ 4.47%	2.00%		
NHOPI	Male	1.00%	↑ 1.05%	↑ 1.07%	↑ 1.10%	↑ 1.13%	0.10%		
	Female	0.69%	↑ 0.71%	↑ 0.74%	↑ 0.77%	↓ 0.75%	0.10%		
AIAN	Male	0.41%	↓ 0.39%	↑ 0.57%	↑ 0.58%	↓ 0.57%	0.30%		
	Female	0.25%	↓ 0.24%	↑ 0.32%	↓ 0.31%	→ 0.31%	0.30%		

For more than five years, the low participation of HM, HF and WF has been a trend that corresponds to current trends for Hispanic males and females in the Department of Defense (DoD) workforce. While HM remained 1.48% below the NCLF, they increased their percent of the DON workforce by 0.11% (510 employees). In FY

2015, although HF were participating at 2.74% of the workforce and WF were participating at 18.67%, these participation rates were significantly below the NCLF for HF by -2.06% and for WF by -15.33%. While HF dropped 0.01% and WF dropped 0.43% in participation rate within the DON workforce between FY 2014 and FY 2015, Operation Hiring Solutions increased the actual number of HF by 175 and the number of WF by 214.

Permanent Appropriated Fund (AF) Employees

Table 2 provides a snapshot of the permanent AF employees in the DON workforce at the end of FY 2015. The groups that fall below the 2010 NCLF include HM, HF, WF, Black Females (BF), and American Indian/Alaskan Native Females (AIANF). These are the same groups that were below the NCLF for the past five years. In FY 2015, HM improved by 0.11%, while the other four groups that are below the NCLF dropped by the following amounts: HF (-0.01%), WF (-0.35%), BF (-0.04%), AIANF (-0.25%). While still above the NCLF, Asian Females (ASF), Native Hawaiian Or Pacific Islander Females (NHOPIF), and American Indian/Alaskan Native Males (AIANM) experienced a drop in their participation rates. It should be noted that the three groups of most concern in the AF Permanent workforce continue to be HM, HF and WF.

Table 2: Permanent Appropriated Fund Low Participation Rate

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Participation Marker
Hispanic	Male	3.32%	↑ 3.48%	↑ 3.63%	↑ 3.65%	↑ 3.76%	5.20%	1.44%	
	Female	1.62%	↑ 1.68%	↑ 1.69%	↓ 1.68%	↓ 1.67%	4.80%	3.13%	
White	Male	51.29%	↓ 51.06%	↓ 50.90%	↑ 51.44%	↑ 51.49%	38.30%		
	Female	18.18%	↓ 17.69%	↓ 17.43%	↓ 17.11%	↓ 16.76%	34.00%	17.24%	
Black	Male	7.66%	↑ 7.90%	↑ 8.12%	↓ 8.06%	↑ 8.25%	5.50%		
	Female	5.45%	↓ 5.41%	↑ 5.48%	↓ 5.32%	↓ 5.28%	6.60%	1.32%	
Asian	Male	6.74%	⇒ 6.74%	↑ 7.01%	↑ 7.03%	↑ 7.07%	2.00%		
	Female	2.71%	↓ 2.63%	↑ 2.76%	↓ 2.71%	↓ 2.64%	2.00%		
NHOPFI	Male	0.92%	↑ 0.98%	↑ 1.00%	⇒ 1.00%	↑ 1.04%	0.10%		
	Female	0.36%	↑ 0.38%	⇒ 0.38%	⇒ 0.38%	↓ 0.37%	0.10%		
AIAN	Male	0.44%	↓ 0.43%	↑ 0.65%	↑ 0.66%	↓ 0.64%	0.30%		
	Female	0.19%	↓ 0.17%	↑ 0.27%	↓ 0.25%	⇒ 0.25%	0.30%	0.05%	

Temporary AF Employees

Between FY 2014 and FY 2015, AF temporary employees in the DON workforce grew by 3.0%, or 113 employees. At 3,883 employees, the AF temporary employees are less than 2% of the total AF workforce; without a separate analysis, it is impossible to tell if the AF temporary employees are impacting the data on AF permanent employees or if the larger number of permanent employees is masking a trend that may be occurring within this group. Table 3 shows the participation rate of temporary AF employees by gender and demographic group. The groups with low participation that are at less than 80% of the NCLF include HM, HF, WF and BF. There are two notable differences between the FY 2014 and FY 2015 AF temporary employee data. The FY 2015 data reflects that both BM and AIANM increased in percentage of the workforce such that these groups are now above the NCLF.

Table 3: Temporary Appropriated Fund Participation Rate

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Participation Marker
Hispanic	Male	2.97%	↓ 2.26%	↓ 2.18%	↑ 2.60%	↑ 3.40%	5.20%	1.80%	
	Female	2.34%	↑ 2.46%	↑ 2.50%	↓ 2.18%	↓ 2.11%	4.80%	2.69%	
White	Male	45.91%	↓ 45.82%	↑ 49.81%	↑ 51.35%	↑ 50.55%	38.30%		
	Female	24.46%	↑ 25.25%	↓ 22.86%	↑ 22.94%	↓ 22.61%	34.00%	11.39%	
Black	Male	5.87%	↓ 5.10%	↑ 5.21%	↑ 5.38%	↑ 5.72%	5.50%		
	Female	5.74%	↑ 5.88%	↓ 5.07%	↓ 5.04%	⇒ 5.07%	6.60%	1.53%	
Asian	Male	3.68%	↑ 3.82%	↑ 4.15%	↓ 3.00%	↓ 2.96%	2.00%		
	Female	5.04%	↑ 5.57%	↑ 5.64%	↓ 5.23%	↓ 4.76%	2.00%		
NHOPI	Male	0.58%	↑ 0.59%	↓ 0.57%	↑ 0.80%	↑ 0.85%	0.10%		
	Female	0.67%	↓ 0.49%	↓ 0.48%	↓ 0.34%	↓ 0.39%	0.10%		
AIAN	Male	0.42%	↓ 0.34%	↑ 0.46%	↓ 0.29%	↑ 0.54%	0.30%		
	Female	0.41%	↓ 0.32%	↑ 0.44%	↓ 0.34%	↑ 0.59%	0.30%		

NAF Workforce

As of 30 June 2015, the DON NAF total workforce was 45,304, a 0.10% increase from FY 2014. Of that total, 29,841 (66%) were permanent NAF employees and 15,463 (34%) were temporary employees. This is in contrast to the DON's AF workforce where approximately 2% are temporary employees. The large difference in percentages of temporary employees between NAF and AF can be explained by the retail business models used by MARCORP, CNIC and NAVSUP in their respective NAF operations. The DON NAF operations rely heavily on a seasonal, temporary workforce to meet mission goals and requirements.

The increase in the NAF workforce between FY 2014 and FY 2015 occurred with permanent employees only. The percent of change for permanent NAF employees was +3.07%, while the percent of change for temporary NAF employees was -6.18% between FY 2014 and FY 2015.

Table 4: Non-Appropriated Fund Low Participation Rate (31 July 2014 – 30 June 2015)

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Performance Marker
Hispanic	Male	3.77%	↓ 3.75%	↓ 3.63%	↓ 3.54%	↓ 3.47%	5.20%	1.73%	
	Female	7.00%	↑ 7.08%	↑ 7.34%	↓ 7.28%	↑ 7.55%	4.80%		
White	Male	16.16%	↑ 16.42%	↓ 15.93%	↓ 15.81%	↓ 15.59%	38.30%	22.71%	
	Female	27.30%	↓ 27.08%	↑ 27.60%	↓ 27.37%	↓ 27.36%	34.00%	6.64%	
Black	Male	7.00%	↑ 7.14%	↓ 6.84%	↓ 6.75%	↓ 6.67%	5.50%		
	Female	13.07%	↑ 13.12%	↑ 13.37%	↑ 13.51%	↑ 13.58%	6.60%		
Asian	Male	5.92%	↑ 5.96%	↓ 5.73%	↓ 5.71%	↓ 5.55%	2.00%		
	Female	13.72%	↓ 13.22%	↓ 13.03%	↓ 12.74%	↓ 12.67%	2.00%		
NHOPI	Male	1.45%	↓ 1.42%	↑ 1.48%	↑ 1.54%	⇒ 1.54%	0.10%		
	Female	2.13%	↑ 2.21%	↑ 2.33%	↑ 2.47%	↑ 2.48%	0.10%		
AIAN	Male	0.25%	↓ 0.24%	↑ 0.26%	⇒ 0.26%	↑ 0.28%	0.30%	0.02%	
	Female	0.48%	↑ 0.52%	↑ 0.53%	↓ 0.52%	↑ 0.57%	0.30%		
2+	Male	0.68%	↑ 0.73%	↑ 0.73%	↑ 0.98%	↑ 1.01%	0.40%		
	Female	1.11%	↑ 1.10%	↑ 1.20%	↑ 1.51%	↑ 1.67%	0.40%		

Table 4 shows the overall participation rates, inclusive of NAF permanent and temporary employees, for each major ethnic/racial group in the DON civilian workforce. Three groups – HM, White Males (WM) and WF participate in the DON workforce at lower rates than they participate in the National Civilian Labor Force (NCLF). This has been the trend for the past five years. HM and WM saw slight drops in their participation rates equating to changes of -0.07% and -0.22%, respectively, compared to FY 2014. HM and WM have steadily decreased every year since FY 2012. WF saw virtually no change in the workforce participation rate compared to FY 2014.

NAF Permanent Employees

Table 5 provides a snapshot of the permanent NAF employees in the DON workforce. The groups that fall below the 2010 NCLF include HM, WM, WF and AIANM. These are the same groups that were below the NCLF in FY 2014. In FY 2015, HM and AIANM saw small increases in workforce participation rates (0.06% and 0.02%, respectively), while WM decreased by 0.44% and WF remained the same as in the prior year. Black Males (BM), Asian Males (ASM), and ASF experienced drops in their participation rates, but still remained above the NCLF. Similar to the AF workforce, the NAF workforce is primarily concerned about three groups: HM, WM, and WF. The three groups of concern in the AF workforce are very similar with the only difference being HF rather than WM.

Table 5: Permanent Non-Appropriated Fund (NAF) Participation Rate (31 July 2014 – 30 June 2015)

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Performance Marker
Hispanic	Male	3.59%	↑ 3.62%	↓ 3.54%	↓ 3.44%	↑ 3.50%	5.20%	1.70%	
	Female	6.85%	↑ 7.03%	↑ 7.12%	↑ 7.26%	↑ 7.53%	4.80%		
White	Male	16.18%	↓ 16.03%	↓ 15.58%	⇒ 15.58%	↓ 15.14%	38.30%	23.16%	
	Female	26.56%	↓ 26.08%	↑ 26.77%	↑ 26.88%	⇒ 26.88%	34.00%	7.12%	
Black	Male	6.44%	↑ 6.51%	↓ 6.39%	↑ 6.40%	↓ 6.35%	5.50%		
	Female	13.20%	↑ 13.22%	↑ 13.44%	↑ 13.56%	↑ 13.66%	6.60%		
Asian	Male	5.94%	↑ 6.01%	↓ 5.85%	↓ 5.70%	↓ 5.54%	2.00%		
	Female	15.57%	↓ 15.23%	↓ 14.91%	↓ 14.38%	↓ 14.16%	2.00%		
NHOPI	Male	1.35%	↑ 1.50%	↓ 1.49%	⇒ 1.49%	↑ 1.57%	0.10%		
	Female	2.00%	↑ 2.27%	↑ 2.31%	↑ 2.37%	↑ 2.48%	0.10%		
AIAN	Male	0.23%	↓ 0.21%	↑ 0.22%	↓ 0.21%	↑ 0.23%	0.30%	0.07%	
	Female	0.45%	↑ 0.49%	↓ 0.46%	↓ 0.44%	↑ 0.48%	0.30%		
2+	Male	0.61%	↑ 0.67%	↑ 0.72%	↑ 0.91%	↑ 0.92%	0.30%		
	Female	1.05%	↑ 1.13%	↑ 1.21%	↑ 1.38%	↑ 1.55%	0.30%		

NAF Temporary Employees

Between 2014 and 2015, NAF temporary employees in the DON workforce decreased by 6.18%, equating to a loss of 1018 employees. In the past, these employees were analyzed with the permanent NAF employees. Table 19 shows the participation rate of temporary NAF employees by gender and demographic group. The Temporary NAF employees follow a pattern similar to the permanent NAF employees in that the groups with low participation in this segment of the workforce include HM, WM, and WF, although the situation for WF is not as significant as for HM and WM.

Table 6: Temporary Non-Appropriated Fund (NAF) Participation Rate (31 July 2014 – 30 June 2015)

RNO	Gender	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	CLF (2010)	CLF less FY 2015 Rate	Performance Marker
Hispanic	Male	4.06%	↓ 3.97%	↓ 3.79%	↓ 3.72%	↓ 3.43%	5.20%	1.77%	
	Female	7.24%	↓ 7.17%	↑ 7.72%	↓ 7.32%	↑ 7.60%	4.80%		
White	Male	16.12%	↑ 17.02%	↓ 16.53%	↓ 16.20%	↑ 16.46%	38.30%	21.84%	
	Female	28.52%	↑ 28.64%	↑ 29.06%	↓ 28.24%	↑ 28.29%	34.00%	5.71%	
Black	Male	7.86%	↑ 8.13%	↓ 7.61%	↓ 7.37%	↓ 7.29%	5.50%		
	Female	12.86%	↑ 12.96%	↑ 13.24%	↑ 13.42%	⇒ 13.42%	6.60%		
Asian	Male	5.90%	⇒ 5.90%	↓ 5.54%	↑ 5.72%	↓ 5.57%	2.00%		
	Female	10.68%	↓ 10.07%	↓ 9.77%	↑ 9.88%	↓ 9.80%	2.00%		
NHOPI	Male	1.62%	↓ 1.29%	↑ 1.48%	↑ 1.62%	↓ 1.47%	0.10%		
	Female	2.34%	↓ 2.12%	↑ 2.35%	↑ 2.65%	↓ 2.48%	0.10%		
AIAN	Male	0.28%	↑ 0.29%	↑ 0.34%	↑ 0.35%	↑ 0.37%	0.30%		
	Female	0.52%	↑ 0.57%	↑ 0.65%	↑ 0.66%	↑ 0.74%	0.30%		
2+	Male	0.79%	↑ 0.83%	↑ 0.74%	↑ 1.11%	↑ 1.18%	0.30%		
	Female	1.21%	↑ 1.04%	↑ 1.19%	↑ 1.75%	↑ 1.90%	0.30%		

Individuals with Disabilities

Table 7 – IWTD/Non-Targeted Disabilities - Appropriated and Non-Appropriated Fund

Appropriated Fund & Non-Appropriated Funds	EEOC Goal	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		2.00% less FY 2015 DON Participation
		#	%	#	%	#	%	#	%	#	%	
Individuals With Targeted Disabilities	2.00%	1,581	0.64%	↓ 1,560	↓ 0.63%	↓ 1,550	↑ 0.64%	↓ 1,480	↓ 0.62%	↑ 1,523	⇒ 0.62%	↓ 1.38%
Individuals With Non-Targeted Disabilities	N/A	14,227	5.79%	↑ 15,063	↑ 6.11%	↑ 17,006	↑ 6.97%	↓ 17,004	↑ 7.09%	↑ 19,524	↑ 7.92%	N/A
Total Workforce Current FY 2015 (AF & NAF)	N/A	245,729		246,494		243,926		239,790		246,497		N/A

The DON participation rate of IWTDs is below EEOC’s goal of 2.0% at only 0.62%. As shown in Table 7, the DON population of IWTD increased from 1,480 in FY 2014 to 1,523 in FY 2015; however, the percentage of participation remained the same due to the large increase in the DON overall population. There were 19,524 individuals with non-targeted disabilities in the DON population as compared to 17,004 in FY 2014, which is a notable increase of 2,520 individuals. The percentage increased by 0.83% from 7.09% in FY 2014 to 7.92% in FY 2015, continuing a seven year trend of increased participation in this category.

BARRIER ANALYSIS:
Provide a description of the steps taken and data analyzed to determine cause of the condition.

Since FY 2012, the DON has analyzed its AF and NAF workforce data separately. The funding for these two groups originates from different allocations. AF positions are paid from funding approved and received from Congress; while NAF positions are paid from revenue generated by “fee for services” provided by the Morale, Welfare and Recreation (MWR), Marine Corps Community Services (MCCS) and the Navy Exchange (NEX). The two different types of employees are also governed by separate employment policies, practices and procedures. Only three of the 20 major commands in the DON have NAF employees. These include NV52 Commander,

Navy Installations Command (MWR employees); NV27 U.S. Marine Corps (MCCS employees); and NV23 Naval Supply Systems Command (NEX employees). In FY 2015, the three major Commands with NAF employees collaborated to conduct the first in-depth analysis of the NAF workforce.

A review of the DON major commands' workforce profiles of AF employees confirms trends similar to those reported for the DON. Since these anomalies are consistent across the enterprise, the DON will continue to focus its efforts to determine what, if any, factors are preventing these groups with significant low participation (HM, HF, WF, IWTD) from participating at a level comparable to their availability in the labor force.

Examination of the AF occupational categories shows that the top three occupational categories are Officials and Managers, Professional and Craft Workers. This determination validates the fact that the top major commands within the DON have occupations largely in Information Technology, Management and Program Analysis, Engineering and Engineering Technician series. In contrast, most of the occupations in the NAF workforce are in the Sales Store Clerical, Education and Training Technician, Recreation Aid, and Custodial Worker series. Again, this demonstrates how vastly different AF and NAF workforce are, which requires a separate in-depth analysis.

Additional review of the DON AF workforce also shows Asian males and females have robust participation, but do not enjoy the same participation rate in high grades and Senior Executive Service (SES) levels when considering their presence in the pipeline grades. The DON began to examine this anomaly in FY 2009, which was then expanded to include analysis of all other groups' participation at the pipeline, high grades and SES.

Because analysis of the described triggers at the aggregate level results in obfuscation of the actual barriers, much of the information required to conduct an in-depth barrier analysis is required from the command level. For example, analysis of specific promotion policies, practices and procedures, as well as recruitment and hiring practices must be conducted at the levels of major commands and their subordinate activities. With the proviso that they are compliant with law, rule, regulation or higher directives/instructions, commands have the latitude of establishing local instructions on promotions, hiring or other employment life cycles, or negotiating local procedures in their collective bargaining agreements. This further drives the need for analysis at the command and activity level. In addition, the determination of positions that are considered mission-critical is also made at the command level. Therefore, the DON OEEEO relies on the information provided by the major commands to identify specific barriers and resultant plans of corrective action. Commands are at different stages in their barrier analysis efforts which further impacts OEEEO's ability to conduct in-depth analysis at the aggregate level.

To accelerate these overall program execution efforts, the DON will continue to develop and deploy numerous training courses critical to the development of competencies, as well as ensuring engagement of appropriate stakeholders at the command and activity levels. Overall, the commands' barrier analysis efforts to date indicate a better understanding of the data analysis process and the need for a more strategic approach in order to complete the barrier analysis process. The majority of major commands are engaging in good data analysis and are moving toward "in-

	<p>depth” analysis; however, there are still a few that have not fully completed all aspects of the barrier analysis process. While they are capable of performing initial analyses on policies and procedures, they do not demonstrate the ability to peel back the “layers of the onion” in order to understand the root cause of the potential barrier.</p> <p>The DON has developed EEO Plans for the commands and activities to address the triggers noted above, taking into consideration the varying degrees of experience and skills now resident in commands. In FY 2016, the DON will use varying methods to leverage the experience and skills of those commands that have retained their experienced workforce and have had success with barrier analysis. While we cannot identify specific barriers based on the analyses performed across the DON to date, we can take advantage of ongoing training and cooperative efforts to establish working groups. These efforts will both advance the understanding of triggers, which possibly point toward barriers, as well as leverage existing practitioner skills and experience to assist with the knowledge transfer needed to ensure a strong EEO program across the DON.</p> <p>For more detailed information on the DON's FY 2015 AF and NAF analysis on all the triggers mentioned above, refer to FY 2015 PART I, PART J and PART E Attachment (Workforce Analysis).</p>
<p>STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>While we can conclusively identify triggers that could suggest barriers in the recruitment, hiring, retention and development of the DON workforce, the DON cannot pinpoint an identified barrier without the full range of analysis by all major and subordinate commands, which is necessary to fully understand the conditions affecting participation by all groups. Efforts to identify barriers will continue in FY 2016.</p>
<p>OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<ul style="list-style-type: none"> • To determine if there are barriers within the DON that impact opportunities for Hispanic males, Hispanic females, White females and Individuals with Targeted Disabilities throughout the entire employment cycle. • To determine the factors that limit or impact advancement of Asian males and Asian females, as well as other groups, to high grade and SES levels.
<p>RESPONSIBLE OFFICIAL:</p>	<p>DON Office of EEO Program Director & staff, Command Deputy EEO Officers (CDEEOO), Deputy EEO Officers (DEEOO), HR Officers, hiring officials, supervisors and managers, senior level managers involved in barrier analysis efforts, and Office of Civilian Human Resources (OCHR)</p>

DATE OBJECTIVE INITIATED:	October 2015	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 2016	
EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
<p><i>Note: Factors that created challenges to barrier analysis in FY 2013 and FY 2014 carried over into FY 2015. For example, the furloughs and hiring freeze of FY 2013 and FY 2014, in combination with the deployment of the HR Service Delivery mode, left vacancies. The implementation of the HR Service Delivery model impacted CDEEOOs and DEEOOs – the leadership at the command and activity levels – most significantly. Between April 2013 and with anticipated retirements through the first quarter of FY 2016, all CDEEOOs will be new. This is a change from the well-seasoned CDEEOOs that the DON has had in the past. The DON continues to conduct training for new EEO Specialists – both those who are no longer counseling complaints and those who are new to the DON as a result of HR Service Delivery. The commands continue to be at varying levels in their barrier and data analysis. The DON EEO Office will continue to provide training in FY 2016. This is a continuation of analysis that began in FY 2014.</i></p>		
<p>1. In FY 2016, the commands and subordinate activities will continue to examine and determine what factors, if any, are causing low participation rates for:</p> <ul style="list-style-type: none"> • Hispanic males • Hispanic females • White females • Individuals with Targeted Disabilities <p>This will begin by looking at each group and the major occupational series of those groups. Commands that have initiated barrier removal efforts are expected to share the evaluation of those efforts. All barrier analysis efforts must be documented by the major commands and tables provided showing the major occupational series (MOS) for the major command, the MOS for each subordinate command, the MOS for each group (HM, HF, WF, IWD and IWTD) and an analysis of what can be gleaned from the data.</p> <p>The Low Participation Working group will assist the DON in the completion of this analysis.</p> <p>The IWD Working Group will identify effective barrier removal strategies to the attitudinal barrier that some major commands have identified relative to hiring individuals with targeted disabilities.</p>	September 30, 2016	

<p>If it is determined that there is no barrier at the command/activity level, an explanation of the <u>type of review</u> conducted, <u>why and how the command reached this conclusion</u> must be provided.</p> <p>If the review shows there is a potential barrier, provide a detailed report on the <u>extent of the review</u>, <u>why and how the command reached this conclusion</u>.</p> <p>If a barrier is found, commands must detail <u>why and how the command reached this conclusion</u>, <u>establish action plans to correct and eliminate the identified barrier</u>, <u>monitor progress</u>, <u>evaluate effectiveness of the planned activities</u> and <u>modify</u>, if needed.</p> <p>If command is not yet in the position to draw any conclusion, commands must provide an explanation of the <u>type of review</u> conducted, <u>why and how the command reached this conclusion</u>, including <u>a status on the planned activities completed</u> thus far and their <u>next steps in the process</u>.</p> <p>If results of a separate analysis on each group confirm that the issues found are consistent across most or all groups, status reports must reflect this determination. Consequently, commands may establish one barrier elimination plan for all groups affected.</p> <p><u>Action</u>: DON Office of EEO, CDEEOOs, DEEOOs, HR/EEO practitioners, DON Disability Champion, Designated Command Diversity Champions and Senior Leaders/Managers</p>	
<p>2. Commands will also investigate the factors that potentially impede the advancement into the high grades and SES for:</p> <ul style="list-style-type: none"> • Asian males • Asian females • Other groups as appropriate <p>The unanswered question in the analysis that began in FY 2014 will be the starting point for this effort. The DON EEO Program and Low Participation Working Group will work with the DON Executive Management Program to conduct this analysis.</p> <p>If it is determined that there is no barrier at the command/activity level, an explanation of the <u>type of review</u> conducted, <u>why and how the command reached this conclusion</u> must be provided.</p> <p>If the review shows there is a potential barrier, provide a detailed report on the <u>extent of the review</u>, <u>why and how the command reached this conclusion</u>.</p> <p>If a barrier is found, commands must detail <u>why and how the command reached this conclusion</u>, <u>establish action plans to correct and eliminate the identified barrier</u>, <u>monitor progress</u>, <u>evaluate effectiveness of the planned activities</u> and <u>modify</u>, if needed.</p>	<p>September 30, 2016</p>

If command is not yet in the position to draw any conclusion, commands must provide an explanation of the type of review conducted, why and how the command reached this conclusion, including a status on the planned activities completed thus far and their next steps in the process.

If results of separate analysis on each group confirm that issues found are consistent across most or all groups, status reports must reflect this determination. Consequently, commands may establish one barrier elimination plan for all groups affected.

Action: DON Office of EEO, CDEEOOs, DEEOOs, HR/EEO practitioners, Designated Command Diversity Champions and Senior Leaders/Managers

REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:

Department of Navy
EEO Program Status Report
FY 2015
PART J
INDIVIDUALS WITH
DISABILITY PROGRAM



EEOC FORM 715-01 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities								
	PART I Department or Agency Information	1. Agency	1. Department of Defense						
1.a. 2 nd Level Component		1.a. Department of Navy							
1.b. 3 rd Level or lower		1.b.							
PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the end of FY 2014.		... end of FY 2015.		Net Change			
		Number	%	Number	%	Number	Rate of Change		
	Total Work Force	239,790	100.00%	246,497	100.00%	+6,707	+2.80%		
	Reportable Disability	18,062	7.53%	19,524	7.92%	+1,462	+8.09%		
	Targeted Disability*	1,480	0.62%	1,523	0.62%	+43	+2.91%		
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).								
	1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.						Currently more analysis is needed on the Applicant Flow Data		
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period (includes non-appropriated fund)						159 (0.40%)			
PART III Participation Rates In Agency Employment Programs									
Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions	Data not available								
4. Non-Competitive Promotions	18,901	1,129	6.24%	136	0.75%	755	4.17%	16,207	89.59%
5. Employee Career Development									
5.a. Grades 5 - 12	86,554	9,008	10.26%	768	0.87%	3,384	3.85%	73,394	85.88%
5.b. Grades 13 - 14	50,946	4,273	8.39%	237	0.47%	1,650	3.24%	45,023	88.37%
5.a. Grades 15/SES	11,989	898	7.49%	46	0.38%	393	3.28%	10,698	89.23%
6. Employee Recognition and Awards									
6.a. Time-Off Awards (Total hrs awarded)	543,935	19,203	3.53%	3,151	0.58%	41,954	7.71%	482,778	88.76%
6.b. Cash Awards (total \$\$\$ awarded)	\$142,002,975	\$4,303,367	3.03%	\$765,546	0.54%	\$10,189,176	7.18%	\$127,510,432	89.79%
6.c. Quality-Step Increase	2,013	61	3.03%	12	0.6%	157	7.8%	1,795	89.17%

<p>Part IV</p> <p>Identification and Elimination of Barriers</p>	<p>Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.</p> <p>-----</p> <p>Numerous events over the past few fiscal years are still having lingering effects on the DON Disability Program and the participation rate of DON Individuals with Disabilities (IWDs) and Individuals with Targeted Disabilities (IWTDs). Those events include the HR/EEO Service Delivery model in FY 2013, the hiring freeze in FY 2014, travel/training restrictions, and a 20% cut at the headquarters level. This led to a lot of new disability program managers and a reasonable accommodation specialist throughout the DON community, therefore the past few fiscal years has focused on building this community.</p> <p>As advanced skills are being cultivated in the EEO community, one of the major focuses for FY 2015 which will continue into FY 2016 is advanced barrier analysis. Training was provided on this topic during the annual EEO training at Southbridge in FY 2015 as well as during the DON wide IWD working group. This working group focuses on the barriers to DON as a whole as well as individual barriers identified at the command and local levels. The goal of the DON wide working group is to align efforts in eliminating barriers for the DON IWD population.</p> <p>The following major barriers have been identified for DON Individuals With Disabilities (IWD):</p> <ul style="list-style-type: none"> o Attitudinal Barriers o 508 compliance of Computer Based Trainings (CBTs) o Training on available hiring authorities and the Standard Form 256 <p>In FY 2015, a majority of DON commands addressed attitudinal barriers through training to educate supervisors and managers on DON reasonable accommodation procedures, the disability program, disability etiquette, unconscious and hidden bias, available hiring authorities for IWD (Schedule A, subpart (u)), available hiring sources (Workforce Recruitment Program, OPM Shared Register, Wounded Warrior Programs), barrier analysis, and hidden disabilities (post-traumatic stress disorder and traumatic brain injury).</p> <p>Section 508 was enacted to eliminate barriers in information technology, open new opportunities for people with disabilities, and encourage development of technologies that will help achieve these goals. The law applies to all Federal agencies when they develop, procure, maintain, or use electronic and information technology. An additional barrier was identified related to equal access of Computer Based Trainings (CBTs) for individuals with disabilities that utilize assistive technology (including JAWS, screen reader software and Dragon Naturally Speaking, voice recognition software). Numerous commands reported to the DON EEO Office that employees within their command were having issues with taking the trainings (most of them mandatory) because the trainings were not compatible with their assistive technology. To address this issue, in FY 2015 Standard Section 508 compliance language was incorporated into the updated SECNAV Instruction for CWDD. Seventeen of the new Supervisors Curriculum CBTs now have 508 Complaint PDFs that were developed and deployed on the Total Workforce Management System (TWMS) to enhance training accessibility. These efforts will continue into FY 2016.</p> <p>Reaching the DON goal of 2% rate of participation of Individuals with Targeted Disabilities (IWTD) is dependent upon efforts to eliminate barriers through understanding where and how equality of opportunity for IWTD is impacted. All commands have adopted the 2% goal and with the addition of IWD Champions at the DON level and across all the commands, the goal aim is to see incremental progress over the next few years but understand that change of this magnitude does not happen overnight.</p>
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Due to increased budget constraints, DON participation in hiring events has been closely monitored and scrutinized along with the majority of the DON commands reporting significant reductions in recruiting and outreach activities. The Navy System Commands (Naval Air Systems Command, Naval Sea Systems Command, Naval Facilities Engineering Command, Space and Warfare Systems Command and Naval Supply Systems Command) have created a Navy SYSCOM Recruiting Partnership to save costs through joint recruitment. The partnership includes the deployment of uniform feedback and recruiter feedback questionnaires to assess the success of the partnership. As part of this process, all recruiters complete common diversity training so that recruiters from across the SYSCOMs are exposed to the same information and understanding of diversity and inclusion, to include individuals with disabilities. Through the use of technology, the SYSCOM team has created a recruitment booth/platform and marketing materials to be accessible for all candidates including those with disabilities. This initiative will continue in FY 2016. Since the missions of each of the commands varies drastically, the goal in FY 2016 will include sharing best practices and methods for recruitment with other commands not part of the SYSCOM in order to allow them to adapt them to their individual needs.

In FY 2015, a Disability Hiring/Awareness Campaign was established with a focus on re-educating the workforce on the importance of hiring, advancement and retaining our IWD/IWTD population. More information is listed in the FY 2015 accomplishments below.

While Applicant Flow Data (AFD) was available for IWDs for part of FY 2015, the categories did not align with the coding categories on the Standard Form 256 and thus more alignment and analysis is needed to use this data in FY 2016.

WORKFORCE ANALYSIS

Overall Workforce

Individuals with Targeted Disabilities (IWTD)

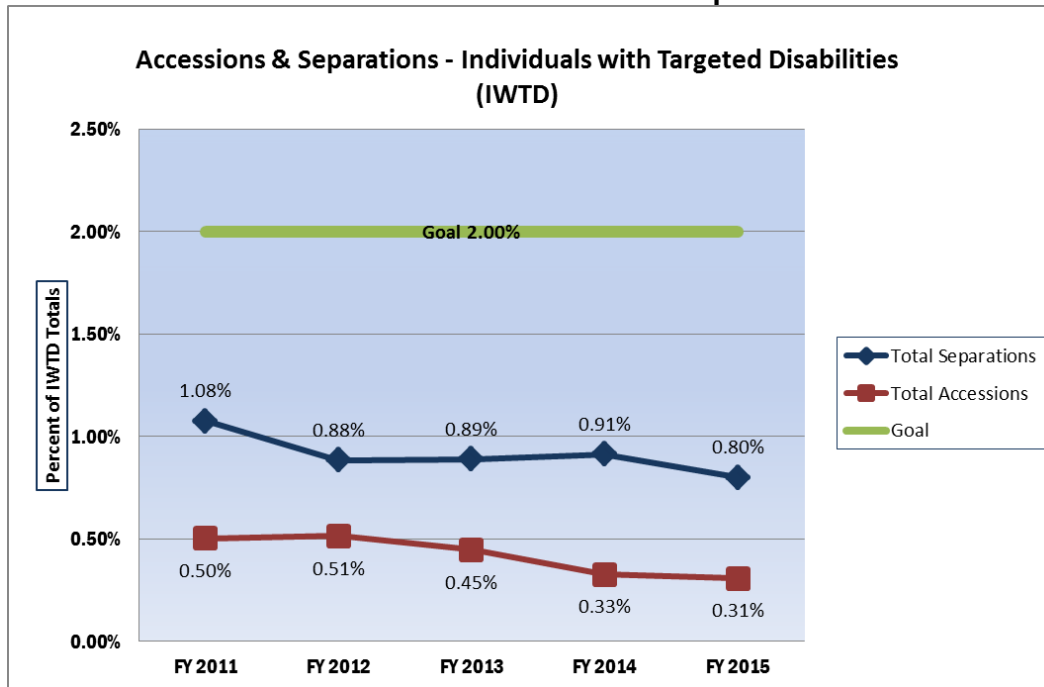
Targeted and non-targeted disabilities are defined by OPM's Standard Form 256 (SF-256), Self-Identification of Disability form. The data displayed in the disability charts and graphs in this section are based on voluntary self-identification of one's disability status via the SF-256 or MyBiz. Numerous efforts were made in FY 2015 to encourage employees to self-identify or to update their disability status. Part J of this report provides more information on these efforts.

Table 1 – IWTD/Non-Targeted Disabilities - Appropriated and Non-Appropriated Fund

Appropriated Fund & Non-Appropriated Funds	EEOC Goal	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		2.00% less FY 2015 DON Participation
		#	%	#	%	#	%	#	%	#	%	
Individuals With Targeted Disabilities	2.00%	1,581	0.64%	↓ 1,560	↓ 0.63%	↓ 1,550	↑ 0.64%	↓ 1,480	↓ 0.62%	↑ 1,523	⇒ 0.62%	↓ 1.38%
Individuals With Non-Targeted Disabilities	N/A	14,227	5.79%	↑ 15,063	↑ 6.11%	↑ 17,006	↑ 6.97%	↓ 17,004	↑ 7.09%	↑ 19,524	↑ 7.92%	N/A
Total Workforce Current FY 2015 (AF & NAF)	N/A	245,729		246,494		243,926		239,790		246,497		N/A

At 0.62%, the DON participation rate of IWTD is below its goal of 2.0%. As shown in Table 1, the DON population of IWTD increased from 1,480 in FY 2014 to 1,523 in FY 2015; however, the percentage of participation remained the same as in FY 2014 due to the large increase in the DON overall population. In FY 2015, there were 19,524 individuals with non-targeted disabilities in the DON population as compared to 17,004 in FY 2014. The percentage increased by 0.83% from 7.09% in FY 2014 to 7.92% in FY 2015, continuing a seven-year trend of increased participation in this category.

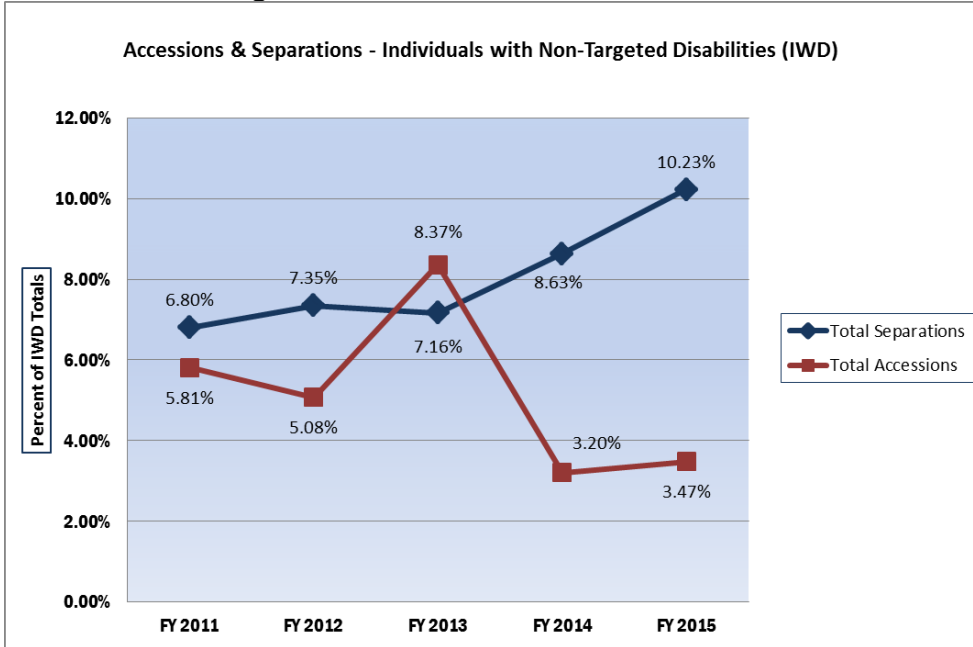
Table 2 – IWTD 5 Year Trend of Accessions and Separations



EEOC Target Goal = 2.00%	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
	#	%	#	%	#	%	#	%	#	%
Total IWTD Accessions	103	0.50%	↓ 91	↑ 0.51%	↓ 51	↓ 0.45%	↓ 43	↓ 0.33%	↑ 70	↓ 0.31%
Total Workforce Accessions	20,477		17,709		11,427		13,136		22,709	
Total IWTD Separations	197	1.08%	↓ 161	↓ 0.88%	↓ 150	↑ 0.89%	↓ 132	↑ 0.91%	↓ 88	↓ 0.80%
Total Workforce Separations	18,312		18,196		16,875		14,438		10,987	

Table 2 shows that IWTD separations have outpaced accessions for the past five fiscal years. The number of IWTD accessions in FY 2015 was 70, while the number of IWTD separations was 88. FY 2015 saw an improvement on retention of IWTD with a decreasing trend of separations over the past five fiscal years, but separations are still outpacing accessions in this group. Exit interviews and surveys are not fully utilized throughout DON to determine additional reasons for why IWTDs resigned.

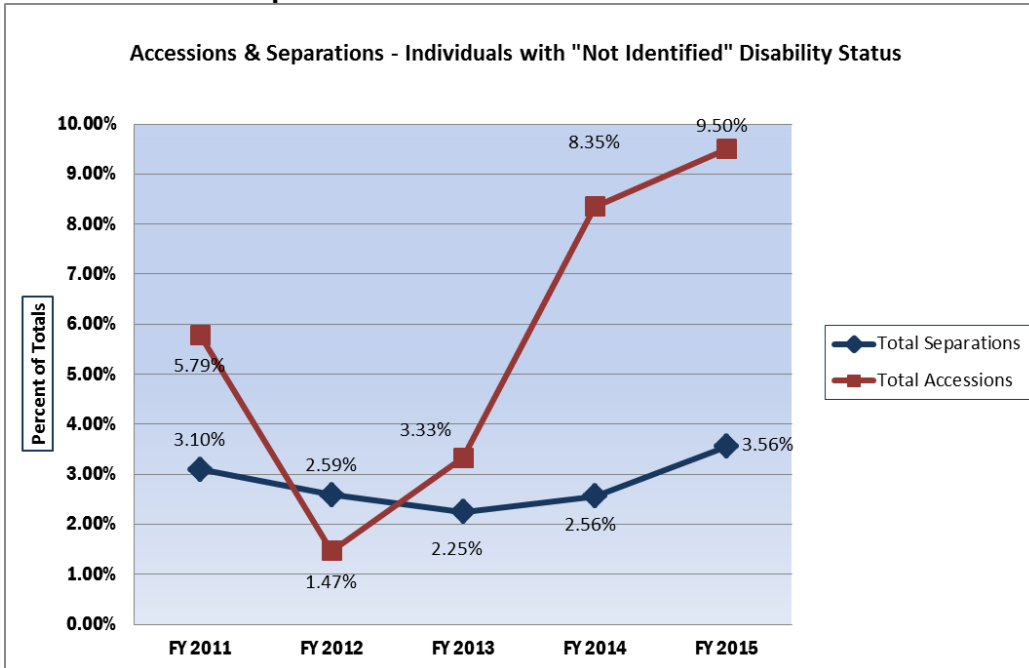
Table 3 – Non-Targeted Disabilities 5 Year Trend of Accessions and Separations



EEOC Target Goal = 2.00%	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
	#	%	#	%	#	%	#	%	#	%
Total Non-Targeted IWD Accessions	1,190	5.81%	↓ 899	↓ 5.08%	↑ 956	↑ 8.37%	↓ 421	↓ 3.20%	↑ 789	↑ 3.47%
Total Workforce Accessions	20,477		17,709		11,427		13,136		22,709	
Total Non-Targeted IWD Separations	1,246	6.80%	↑ 1,337	↑ 7.35%	↓ 1,209	↓ 7.16%	↑ 1,246	↑ 8.63%	↓ 1,124	↑ 10.23%
Total Workforce Separations	18,312		18,196		16,875		14,438		10,987	

The accession rate for individuals with non-targeted disabilities almost doubled from FY 2014 to FY 2015, but the sheer volume of hiring due to Operation Hiring Solutions resulted in a significant increase in the overall workforce; therefore, the percentage increase for this group was minimal. Table 3 shows that although separations between FY 2014 and FY 2015 decreased by 122 individuals, the separation rate increased by 1.6%.

Table 4 – Individuals Who Do Not Want to Identify Their Disability Status-5 Year Trend of Accessions and Separations



EEOC Target Goal = 2.00%	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
	#	%	#	%	#	%	#	%	#	%
Total "Not Identified" Disability Accessions	1,185	5.79%	↓ 260	↓1.47%	↑ 381	↑3.33%	↑1,097	↑8.35%	↑2,158	↑9.50%
Total Workforce Accessions	20,477		17,709		11,427		13,136		22,709	
Total "Not Identified" Disability Separations	567	3.10%	↓ 471	↓2.59%	↓ 380	↓2.25%	↓ 370	↑2.56%	↑ 391	↑3.56%
Total Workforce Separations	18,312		18,196		16,875		14,438		10,987	

Table and chart 4 above show that 9.5% of new hires, when provided the SF-256 to identify their disability status, selected the "01" disability code on the form. This disability code corresponds to the statement, "I do not wish to identify my disability status." This is by far the highest percentage in more than six (6) years. In addition, the percentage of individuals who have separated that do not wish to identify their disability has risen slightly over the last five fiscal years. As stated above in the identified barriers section in Part J, Individuals with Disabilities are often fearful of coding themselves correctly in MyBiz or via the SF-256 because of how they believe the data may be utilized and/or that the information may be shared inappropriately. Some will only identify themselves as having a disability or targeted disability once on-board or after several months of employment.

Table 5– DON Schedule A Hires Disability Status Coding FY 2011-2015

DON Schedule A Hires Disability Status Coding FY 2011-2015			
Fiscal Year	Total Assessions	Schedule A Hires	% Sch A from All Assessions
2011			
2012	18,316	213	1.16%
2013	11,392	93	0.82%
2014	13,136	142	1.08%
2015	22,709	235	1.03%

The Schedule A (u) Hiring Authority is a non-competitive hiring authority for individuals with severe physical disabilities, psychiatric disabilities, and severe intellectual disabilities. A review of individuals hired using the Schedule A (u) hiring authority for people with disabilities added support to the claim that individuals with targeted disabilities are reluctant to self-identify and some will only identify themselves as having a disability or targeted disability once on-board, if at all. Individuals hired under the Schedule A (u) hiring authority must disclose their disability status on the SF-256, but some disabilities that qualify for Schedule A (u) eligibility do not fit into the categories for targeted disabilities listed on the SF-256. Therefore, there is a need for further education that not every Schedule A (u) hire will result in a targeted disability hire as the definitions are not identically in sync. This education is part of the FY 2016 plan for IWTD.

As shown above in Table 5, the number of individuals hired using the Schedule A (u) Hiring Authority was up almost 100 hires from FY 2014 to FY 2015. However, due to the huge hiring surge in FY 2015, the percentage of Schedule a (u) hires relative to all accessions actually decreased. Numerous efforts in FY 2015 were taken to educate the DON workforce on this authority, which are described in full in Part J of this report.

30% Disabled Veteran Analysis

The Employment of People with Disabilities in the Federal Executive Branch Report, OPM's report to the President pursuant to Executive Order 13548, states that the primary elements used to identify individuals with disabilities are self-identification on the SF-256, the Schedule A (u) hiring authority for individuals with disabilities and the statutory hiring authority for veterans who are 30% or more disabled. To provide a fuller picture of the DON disability population and to remain consistent with the OPM's report to the President, information on 30% or more disabled veterans is provided below.

30% Disabled Veterans accounted for 12% of DON FY 2015 hires. Many command Wounded Warrior programs work and coordinate efforts with command disability programs. In FY 2015, the DON hired 3,092 disabled veterans, which was up from 2,380 disabled veterans in FY 2014.

The DON is fully committed to hiring our Wounded Warriors as shown through numerous initiatives. However, not all disabled veterans have disabilities that meet the definition of targeted disabilities used by OPM on the SF-256 for reportable disabilities. This has led to confusion regarding the low numbers of IWD/IWTD because the DON hires a large portion of Wounded Warriors, but employs a very low number of IWTDs. Nonetheless, the efforts to hire Wounded Warriors and disabled veterans have had a positive impact on the overall percentage of individuals with disabilities in the workforce. More education is needed in FY 2016.

FY 2015 ACCOMPLISHMENTS:

The following is a status report on DON IWD Objectives identified for FY 2015.

- FY 2015 Objective #1: Continued barrier analysis efforts focusing on barriers for IWDs and IWTDs in the DON workforce.
 - The DON continues to make progress in its barrier analysis efforts. As discussed above, the DON continued the DON-wide IWD barrier analysis working group to discuss and share best practices. These monthly meetings included discussions of the reasonable accommodation process, barriers identified at the command level, proactive ways to increase participation rates of IWDs and IWTDs and ways to get employees to self-identify disability status.

- FY 2015 Objective #2: Ensure all Commands have appointed a senior leader disability champion. This IWD champion at the command level will work with the DON champion to promote education and awareness of the need to hire and retain IWD/IWTD.
 - In FY 2015, the ASN (M&RA), who is the DON EEO Director, appointed a DON IWD Champion who is a member of the Senior Executive Service (SES). This IWD SES Champion is responsible for aligning the efforts of the major command IWD champions to identify and eradicate barriers and promote the hiring of IWDs/IWTDs. In FY 2014, 12 of the DON's major commands, representing 81.87% of the DON population, had designated a disability champion and nine commands had also established designated disability teams to assist with their command's disability program. In FY 2015, all major commands had a designated senior level disability champion and/or disability team to assist in removing barriers. In FY 2015, quarterly meetings were held with all of the DON IWD champions to ensure alignment of efforts across the DON.

- FY 2015 Objective #3: Launch an IWD Campaign to reeducate the DON community on numerous aspects of the IWD program
 - In FY 2015, a DON-wide Disabilities Campaign was started to raise awareness of the issues and barriers for the DON IWD community. As part of this FY 2015 DON Disabilities campaign was the IWD SES champion initiative listed above. There were numerous efforts to have employees update/verify their disability information in MyBiz, a web-based tool created by the Department of Defense (DOD) that is part of the Defense Civilian Personnel Data System (DCPDS) and enables DON civilians to view and update their personnel and personal data.

- FY 2015 Objective #4: Secure approval to implement the DON wide RA electronic tracking system
 - The DON OEEO has worked diligently on getting a DON wide Reasonable Accommodation (RA) electronic tracking system implemented for a number of years. In order to comply with Executive order 13163, which requires agencies to track the processing of RA requests, the DON OEEO has already created the RA tracking system but has not yet received approval for use. By submitting this package to OMB, the DON is one step closer to having a fully operational tracking system for all reasonable accommodations. OMB approval is completely outside of the DON's control and at the end of FY 2015 had still not completed its process. Subsequent implementation of the DON-wide RA tracking system, following OMB approval, is planned for FY 2016.

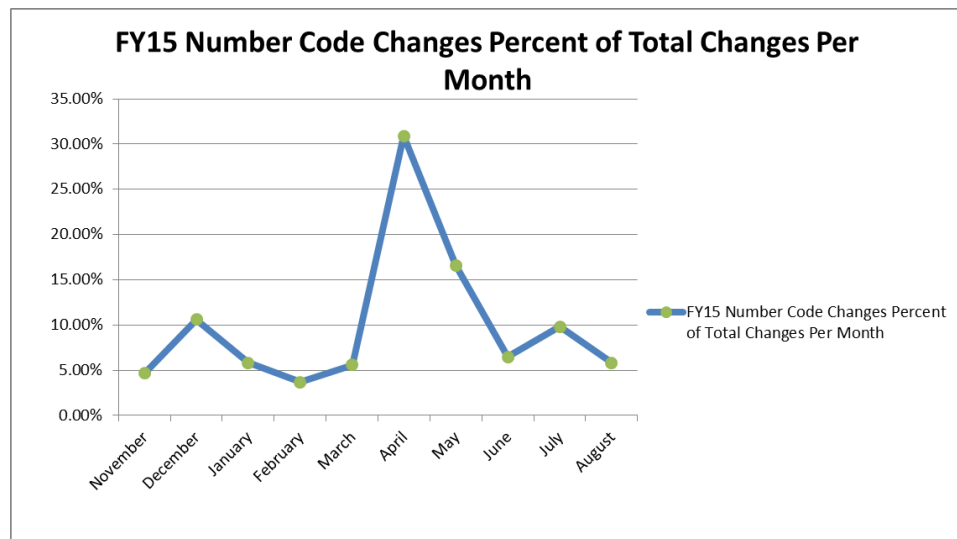
- FY 2015 Objective #5: DON Reasonable Accommodation (RA) Job Search Continuous Process Improvement (CPI) Project
 - This lean initiative finished their project in FY 2015. This CPI project involved ensuring compliance with pertinent laws and regulations while also ensuring reassignments as a result of the RA process are done in the most effective manner and address the needs of all stakeholders. This group met throughout the year to complete and verify the mapping of expanded job searches; review past RA expanded searches; and collected stakeholder feedback through an outreach plan. This group's hard work was completed in FY 2015 when stakeholder feedback was analyzed and appropriate changes recommended to portions of the DON Guide for Processing RA. For FY 2016, the plan is to complete an updated version of the DON Guide for Processing RA which will be sent to EEOC.

- FY 2015 Objective #6: 508 Compliance for Computer Based Trainings (CBTs)
 - Collaborative efforts between Civilian Workforce Development Division (CWDD), OEEEO Disabilities Program and Section 508 Compliance Managers continued to ensure that the workforce was informed about the importance of compliance. Standard Section 508 compliance language was incorporated into the updated SECNAV Instruction for CWDD. Seventeen of the new Supervisors Curriculum CBTs now have 508 Complaint PDFs that were developed and deployed on the Total Workforce Management System (TWMS) to enhance training accessibility. In addition, the Sexual Assault Prevention and Response (SAPR) CBT was updated with a 508 accessible PDF version. These efforts helped CWDD and OEEEO continue to emphasize the importance of 508 compliance to the HR community

- FY 2015 Objective #7: Ensure EEO involvement in the development of the exit interviews/surveys to get further information to analyze about why IWDs and IWTDs separations are outpacing accessions.
 - In FY 2015, there was no additional movement for DON-wide exit interviews/surveys. This will continue to be an objective to work on in FY 2016.

- In addition, the DON achieved the following in FY 2015:
 - In FY 2015, a DON wide Disabilities Campaign was started to raise awareness of the issues and barriers for the DON IWD community. As part of this FY 2015 DON Disabilities campaign, a DON wide Senior Executive Service (SES) IWD champion was appointed as well as IWD champions at all 22 major commands. The first of its kind champion working group meetings were started to tie all of the IWD SES Champions at the command level together to align efforts, identify barriers, create an action plan to eradicate barriers, as well as share best practices. This IWD champion working group met quarterly throughout the year. Topics discussed at these meetings included: the DON workforce disability profile, the SF-256 and encouraging self-identification of disability status, the DON Reasonable Accommodation process, National Disability Employment Awareness Month (NDEAM), Schedule A(u) hiring authority, Workforce Recruitment Program (WRP) and talking points for senior leaders. To further facilitate discussion among the SES IWD Champions, an IWD Champion portal page was created to share information with IWD champions on different disability program requirements, to provide them with opportunities to learn more about their role as well as give them a place to share best practices from their commands.

- Also as part of the FY 2015 campaign, there were numerous efforts to have employees update/verify their disability information in MyBiz, a web-based tool created by the Department of Defense (DOD) that is part of the Defense Civilian Personnel Data System (DCPDS) and enables DON civilians to view and update their personnel and personal data. A statement was added to the Leave and Earning Statement (LES) of every DON employee that asked employees to update/verify their personnel information including disability status. This statement changed throughout the year to catch the attention of the employee but was listed on the LES for all of FY 2015 (and is continued into FY 2016). A memo was signed out in April 2015 by the Deputy Assistant Secretary of the Navy (DASN) Civilian Human Resources (CHR) for Manpower & Reserve Affairs (M&RA) encouraging employees to update their information which is reviewed at the aggregate level. For the entire month of May 2015, anytime a DON user went into the Total Workforce Management System (TWMS), a pop-up message came up asking employees to verify their personal information, including disability status, in MyBiz. The data was analyzed from the months of November 2014 to August 2015 to look for what worked. As shown in the chart below, for the months of April and May, following the memo and the TWMS pop-up, almost half of the total changes for the year occurred. In April, 876 (30.89%) disability coding changes occurred, and in May, 471(16.61%) coding changes occurred. These two efforts were the most successful in getting employees to update their disability status. Similar efforts will be continued in FY 2016.



- The DON created and disseminated monthly IWD Hiring Reports that included disabled veteran hires by appointment authority. The use of recruitment options for IWDs was expanded in part through education for the hiring managers with numerous OCHR fact sheets in conjunction with multiple Defense Collaboration Services (DCS) sessions from senior leadership as part of Operation Hiring Solutions (OHS) efforts with a fact sheet, how to guide, and largely attended (more than 100 lines) teleconference by Joyce Bender and the Bender Consulting Team. The OPM Shared Bender List was also marketed throughout DON as part of the OHS. DON also held its annual Wounded Warrior Conference which offered application workshops and resume review.

- In FY 2015, the DON OEEO worked closely with the Department of Defense Computer/Electronic Accommodations Program (CAP), a program that provides free assistive technology to DON military and civilians with disabilities. Due to the complexity of the Navy Marine Corps Intranet (NMCI) – the DON program that provides information technology services to the Navy and Marine Corps - many pieces of assistive technology that CAP provides for free to DON employees were delayed to the end user due to testing and certification issues. In order to ensure accountability for keeping Hewlett-Packard (HP) to the 30-day time limit specified in their contract for certifying and testing assistive technology, weekly meetings were held that helped to get technology to DON employees faster. In addition, OEEO requested the most recent assistive technology from CAP in order to get an enterprise license across the network. In FY 2015, the DON was up to date on all the current versions of its most utilized pieces of assistive technology. This was critical for users so they could use the same version of the technology that they use in their daily lives outside of work. To ensure employees are getting the accommodations they need, managers and supervisors need to be fully engaged in the reasonable accommodation process and ensure the effective implementation for the accommodations. Mandatory new supervisory training was created and deployed in FY 2015 regarding supervisory responsibilities during the RA process.
- In FY 2015, two 504 complaints (Section 504 of the Rehabilitation Act of 1973) and two Architectural Barrier Act (ABA) Complaints were closed out by completing the necessary corrections mandated by law. These complaints had been active for numerous years. Through a re-examination of the files and OEEO working in close collaboration with the CDEEOOs, these long-standing issues were able to be closed out.

<p>Part V</p> <p>Goals for Targeted Disabilities</p>	<p>Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will effect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p> <p>FY 2016 STRATEGIC PLAN</p> <p>In FY 2016, the DON will continue its ongoing barrier analysis efforts for IWDs and IWTDs.</p> <p>Objectives for FY 2016 include:</p> <ul style="list-style-type: none"> • Continuation of barrier analysis efforts to eliminate the identified barriers in regards to the IWD population and the DON IWD Working Group. • Continuation of IWD SES Champion working group that includes IWD SES champions from commands across DON. • Secure approval to implement the DON-wide RA electronic tracking system. • Ensure EEO involvement in the development of the exit interviews/surveys to get further information to analyze about why IWDs and IWTDs separations are outpacing accessions. • Revising and updated the DON Guide for Processing Reasonable Accommodation Requests
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