



## EEO Program Status Report

# FY 2014

# DEPARTMENT OF

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# THE NAVY

**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PARTS A—D**



<b>EEOC FORM 715-01 PART A – D</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
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**For period covering October 1, 2013 to September 30, 2014**

<b>PART A</b> Department or Agency Identifying Information	1. Agency	Department of Defense		
	1.a. 2nd level reporting component	<b>Department of the Navy</b>		
	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

<b>PART B</b> Total Employment	1. Enter total number of permanent full-time and part-time employees	190,979
	2. Enter total number of temporary employees	3,770
	3. Enter total number employees paid from non-appropriated funds	45,041
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]	239,790

<b>PART C</b> 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)		
	3. Principal EEO Director/Official Official Title/series/grade	Laura Lawson, EEO Program Director, Office of EEO Management, GS-0260-15		
	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. Complaint Program Manager	Judy Caniban, Complaints Manager		
	7. Other Responsible EEO Staff	Sherry Baker, EEO Specialist, D'Anna Kemp, Data Analyst		
		Command Deputy EEO Officers and Deputy EEO Officers. In addition, the Office of Civilian Human Resources Division Directors and Human Resources Program Managers are expected to address and incorporate EEO principles in the execution of their program responsibilities.		

<b>EEOC FORM 715-01 PART A - D</b>	<b><i>U.S. Equal Employment Opportunity Commission</i></b> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>		
<b>PART D</b> List of Subordinate Components Covered in this Report	<b>Subordinate Component and Location (City/State)</b>	<b>CPDF and FIPS Code</b>	
	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 Washington, DC	NV14	95-2
	Office of Naval Intelligence Suitland, MD	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 Washington, DC	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 Washington, DC	NV33	95-2
	Space and Naval Warfare Systems Command San Diego, CA	NV39	95-2
	Naval Systems Management Activity Washington, DC	NV41	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	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>		
	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 October 2014. Per EEOC 462 Team, there is no need to attach a copy of DON's 462 report to the FY 2014 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



## 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

The signature of Ray Mabius is written in black ink, appearing as a stylized cursive script. Below the signature, the name "Ray Mabius" is printed in a simple, black, sans-serif font.

**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PART E**  
**EXECUTIVE SUMMARY**



<p><b>EEOC FORM 715-01 PART E</b></p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>	
<p><b>Department of the Navy (DON)</b></p>	<p><b>For period covering October 1, 2013, to September 30, 2014</b></p>	
<p align="center"><b>EXECUTIVE SUMMARY</b></p>		
<p><b>DON EXECUTIVE SUMMARY</b></p>		
<p><u>Essential Element A: Demonstrated Commitment</u></p>		
<p>Strengths:</p>		
<ul style="list-style-type: none"> <li>• Secretary of the Navy (SECNAV) draft DON EEO Policy affirming his commitment to EEO and holding DON leaders, managers and supervisors accountable to integrate EEO into all employment decisions.</li> <li>• Assistant Secretary of the Navy Manpower &amp; Reserve Affairs (ASN M&amp;RA) briefed SECNAV on DON's FY13 annual EEO Program Assessment</li> <li>• ASN (M&amp;RA) appoints the DON IWD Senior Executive</li> <li>• DON SECNAV Instructions on EEO and Anti-Harassment currently in draft</li> <li>• DON Office of EEO Management and DON General Counsel (GC) focused on current issues such sanctions for untimely investigations, the DON's plan to bring the DON in compliance with EEO regulatory requirements and the need for the Agency Representatives and EEO staff to ensure effective and efficient complaints servicing. It was also reiterated how critical it is for the Agency Representatives and EEO staff to understand their respective roles and responsibilities in complaints processing order to conflict of interest and additional sanctions.</li> </ul>		
<p>Challenges:</p>		
<ul style="list-style-type: none"> <li>• SECNAV Instructions not signed out in FY14 (ready for FY15)</li> </ul>		
<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"> <li>• DON developed an enterprise-wide data system (HR Link) to assist the DON and its commands in barrier analysis efforts. Ongoing efforts continue to enhance the newly-established tool.</li> <li>• DON EEO practitioners training, Creative Solutions for EEO Professionals, provides opportunity for integration, collaboration, etc.</li> <li>• DON-wide supervisory training developed for deployment in FY15</li> <li>• Collaboration with Civilian Workforce Development Division (CWDD) on training EEO staff, development of supervisory training modules, bridging skills gaps in the 260 series and accessible on-line training</li> <li>• DON EEO Program Office and Office of Civilian Human Resources (OCHR) Recruitment and Staffing Division collaborate to discuss the way ahead for Schedule A Hiring. Emphasis is also placed in ensuring hiring managers, human resources personnel, and applicants understand schedule A and how to utilize it.</li> <li>• Collaboration with Executive Management Program Office (EMPO) on analysis of the SES pipeline</li> </ul>		
<p>Challenges:</p>		
<ul style="list-style-type: none"> <li>• Establishing alignment of Disabled Veterans Affirmative Action Program (DVAAP), Federal Equal Opportunity Recruitment Plan (FEORP) and Management Directive 715 (MD-715)</li> </ul>		



### Essential Element C: Management and Program Accountability

#### Strengths:

- Deputy Assistant Secretary of the Navy, Civilian Human Resources (DASN CHR) personally called commands and simultaneously sent a memo to commands reminding them of the DON's obligation to do everything possible to ensure timely processing. Feedback from the commands has shown an appreciation that top DON leadership is supportive and engaged in helping them resolve this issue and indicated a willingness to align their efforts with the DON to ensure they meet regulatory requirements.
- Command visit by DASN (CHR) and Director, OCHR included discussion of need for timely EEO investigations and the establishment of a DON-wide tool (HR Link) for barrier analysis purposes.
- Commands were provided feedback on their FY 2013 annual program assessments to include complaints processing and recommendations for improvement
- Continuation of complaints scorecard to hold commands accountable for timely complaints process
- Established Reasonable Accommodation (RA) Job Search Continuous Process improvement group for expanded searches
- On-line training on reasonable accommodation made available to EEO and HR practitioners
- Resolution of three Section 504 and two Architectural Barriers Act (ABA) complaints

#### Challenges:

- Command climate concerns to include Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS) and Federal Employee Viewpoint Survey (FEVS)
- Ensuring all training material including computer based training (CBTs) are 508 compliant
- Enterprise-wide Electronic RA (ERA) tracker planned for deployment in FY15

### Essential Element D: Proactive Prevention of Unlawful Discrimination

#### Strengths:

- DON EEO Program Office and OCHR Data Analytics Division to establish the DON-wide data system tool and continuing to work on enhancements
- Development of standard suite of statistics for tracking and analyzing command complaints processing and program management, resulted in cascading responsibility to the lowest levels of the organization
- Hiring of Disability Program Manager, Affirmative Employment Program Manager and Special Emphasis Program Manager in addition to Final Agency Decision ( FAD) writers

#### Challenges:

- Continued efforts to identify barriers in areas of low participation through collaboration, integration, engagement of appropriate stakeholders

### Essential Element E: Efficiency

- DASN (CHR) authorized the continuation of some flexibilities, including the use of contract investigators, to assist the DON in resolving untimely investigations. The use of those flexibilities across the DON has resulted in improvements in the investigation processing timeframes, raising compliance with regulatory requirements.

#### Challenges:

- Untimely complaints processing
- Attitudinal barrier identified relative to Individuals with Disabilities (IWD)

### Essential Element F: Responsiveness and Compliance

#### Strengths:

- DON authorized hiring of re-employed annuitants and contract to draft SECNAV Final Agency Decisions to resolve DON's backlog
- Timely submission of reports: 462, MD 715, Notification and Federal Employee Antidiscrimination and Retaliation Act (NO FEAR), FEORP, DVAAP
- Ensuring complaints based on transgender status are processed as claims of sex discrimination

## **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 mostly located in Washington, DC; the operating forces including the Marine Corps, the reserve components and, in time of war, the U.S. Coast Guard (in peace, a component of the Department of Homeland Security); and the shore establishment.

### **Introduction/Background**

Fiscal Year (FY) 2014 was a year that presented exceptional challenges to employees of the federal government and specifically to the Department of the Navy (DON). The year began on the heels of the FY13 continuing resolution (CR) and sequestration, which resulted in a DON hard hiring freeze, training and travel restrictions, and summer furloughs. In the midst of furloughs and the hiring freeze, the Secretary of Defense called for a 20% cut in the size and cost of headquarter activities across the military services. This resulted in an August 29, 2013 Secretary of the Navy (SECNAV) memo requiring that the DON find the required 20% savings at all levels of the organization, including in personnel numbers.

Concurrent to the fiscal environment and furloughs, the September 16<sup>th</sup> Navy Yard shooting occurred where 12 DON civilian and contractor employees lost their lives. The emotional fallout from this event was felt across the DON but most acutely in the EEO and Human Resources (HR) communities as HR specialists from across the country were gathered at the Navy Yard for a week of training while the EEO community was at a training conference in Southbridge, MA, when first word of the shooting came and as events unfolded throughout the day. The impact of this event continues to haunt the DON, and particularly the Naval Sea Systems (NAVSEA) Command employees.

As DON employees worked to regain their bearings from FY13 events, FY14 began with the partial government shutdown and for the first 16 days of FY14, DON employees were furloughed if they were not employed in working capital fund positions or positions deemed "essential". FY14 was also the first full year that the DON Commands owned their own EEO Offices following the FY13 transition to this new service delivery model.

The hiring freeze and budget cuts associated with CR/sequestration impacted the DON EEO Office because as professional positions became vacant in FY13 and FY14, the corresponding recruitment did not occur until late in the second quarter of FY14. The DON EEO Office staff dropped from five specialists and a director to one specialist plus the director. Late in the second quarter of FY14, the director was given permission to hire four specialists. Three specialists on boarded at headquarters late in the third quarter of FY14. The fourth had a failed search that will be filled in FY15.

With the exception of complaints management, many of the projects were placed on hold until late June when the new staff was onboard. Once the staff was on board, the Office quickly became active with training, barrier analysis and Individuals with Disabilities (IWD) initiatives. These will be covered in detail later in the report.

Similarly, The DON experienced a high turnover of EEO practitioners in FY14, particularly in the EEO leadership at the major commands. Of the 21 major commands, there were 14 new Command Deputy Equal Employment Opportunity Officers (CDEEOOs) who were hired or transitioned into those leadership positions between the HR Service Delivery transition in FY13 and the end of FY14. This is 66% of the EEO program managers at the Command level. Additionally, 14 DEEOOs who manage subordinate echelon three and four programs were new to their positions between HR service delivery and the end of FY14.

Despite the shortage of staff members at headquarters, the DON EEO Office continued to assist the major commands with their work in barrier analysis and proactive prevention. Possibly the most significant accomplishment of FY14 was the EEO App, a set of tools that continue to be under development by the DON HR Data Analytics team. This tool sits on the DON's HRLink, a COGNOS-based program that is fed by the Defense Civilian Personnel Data System (DCPDS), the authoritative source for civilian HR data. Until 2013, the DON EEO office was using another program (DART) for the production of the A & B Workforce Tables, anticipating that eVersity would be the answer for acquiring data to conduct barrier analysis in the future. While a very small percent of the DON's Commands have invested in their own data management system, the vast majority had no access to Command demographic data other than data without the necessary Ethnicity/Race Indicator and Gender (ERIG) fields. When eVersity was not going to continue to be developed in the ways that had been anticipated, the DON EEO Program Director began looking for alternatives that would provide the major commands with the ability to conduct a similar level of analysis. The result was the collaboration with the HR Data Analytics team in creating the EEO App. The DON EEO App will be discussed in further detail within the six essential elements.

### **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) and Section 501 of the Rehabilitation Act (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 20 of the 21 major commands. The work of those commands is threaded throughout this document. (Please note that the one command that did not submit an annual assessment timely is being held accountable.)

#### **ESSENTIAL ELEMENT A: Demonstrated Commitment from Agency Leadership**

##### **Strengths:**

- After he received the FY13 annual assessment briefing by the DON EEO Program Director, Mr. Juan Garcia, the Assistant Secretary of the Navy, Manpower and Reserve Affairs (ASN M&RA) and EEO Director, he briefed the Secretary of the Navy on the

state of the DON's EEO Program.

- In support of the Human Resources (HR) service delivery transition in FY13, the DON, specifically the ASN M&RA and the Deputy Assistant Secretary of the Navy, Civilian Human Resources (DASN CHR), committed to continue investing in the sustainment training and development of EEO specialists who were reassigned to positions where they are now responsible for more than counseling complaints. (As discussed in the DON 2013 Assessment Report, multiple training sessions have been provided, building a foundation for those practitioners who have been reassigned into EEO or who only had worked in a narrow field without the full benefit of cross training.) The funding and support was established for a week of training to take place early in FY15. Planning began in July with the development of a training needs assessment survey that was developed in collaboration with the DON's Civilian Workforce Development Division (CWDD). The assessment identified three tracks based on position responsibilities – Command Deputy EEO Officers (major commands), Deputy EEO Officers (component activities) and EEO Specialists/Technicians. The use of training tracks gives each group the appropriate specialized training. Thirty-two session topics were identified through the needs assessment. Based on each topic, EEO answered questions on expected outcomes and CWDD turned the answers into learning objectives that would become the basis for assessing the effectiveness of the training. In addition to specialized tracks, each day was designed to cover a specific program area in EEO - Complaints & Compliance, Disabilities, Affirmative Employment and Special Emphasis. The schedule was developed with a plenary session at the start of the day and a practicum at the end of the day on the particular EEO program area that was the focus of the day. The concepts of collaboration and integration were foundational messages for the program as a means of demonstrating the need for EEO to work with other offices and to achieve an understanding of integration into the DON's strategic mission. The final day of the week was reserved for commands to meet with their own EEO practitioners from across their Command to further drill down to specific command requirements and assignments. Due to budget cuts that occurred concurrently with the HR service delivery transition, many of the Command DEEOOs had not actually met their new EEO staff members in person, so this was a valuable opportunity for the CDEEOOs to further reinforce the messages they heard during the previous four days of training.
- Support for the EEO program and its work was apparent not only in the training that was provided but also through the development of tools. The EEO App that was mentioned previously was supported by the DASN CHR and the Director, Office of Civilian Human Resources (OCHR) as they understood the gap in access to data that was created when DART was taken off line. Their support provided the necessary resources and enabled the relationship with HR Analytics to develop the EEO App. Initially, the A & B Workforce Tables were developed. Standard reports are now under development with work to begin on a cube in FY15. The cube will permit users to drill down into the workforce data using command-specific demographics.
- The Secretary of the Navy's support for equality of employment opportunity was actualized through an EEO Policy Statement prepared in FY14. While the major commands have had annual policy statements signed by the EEEO of each Command, the DON has not, as was noted in the FY13 Part G. The policy statement that was developed in FY14 was signed and distributed early in FY15. 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."

- In FY14, DON leadership dedicated additional resources to draft two EEO Secretary of the Navy (SECNAV) Instructions. Specifically, the commitment was visible through the hiring of re-employed annuitants to assist in the writing and development of approximately 15 SECNAVs.

EEO was given its own re-employed annuitant to draft the EEO instruction, the Anti-Harassment instruction and the Nathaniel Stinson EEO award instruction, working directly with the DON EEO Program Director. These instructions will provide clear direction for employees of the DON. Completion of the instructions is anticipated in FY15 as comments received from the field during the comment phase provided a great opportunity to revamp the draft instruction to better meet their needs. The provision of the resources to develop the instructions is clearly a strength, although it will also be noted as a weakness in this report because the instructions were not completed in FY14.

- In the Department of the Navy (DON), the obligation to ensure equal employment opportunity (EEO) falls primarily to the more than 25,000 leaders, managers, and supervisors who make the employment decisions that impact the DON workforce of over 220,000 appropriated and non-appropriated fund employees. The DON EEO Program 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 Level. The DON EEO Program Office 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 and the processing of discrimination complaints and requests for reasonable accommodation. Evaluation of the program DON-wide is conducted annually. Command evaluations 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 EEO Program Office.
  - 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 latest 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 one document. This allows easy access to critical program guidance in one place which, with ongoing reorganizations and inevitable turnover in key positions, allows for quick instruction and therefore continuity of operations.

The new Anti-harassment SECNAV is being developed to provide an overarching structure to the existing major command anti-harassment programs that will ensure consistency in execution as well as critical tracking. Whether an employee has raised concerns with the Human Resources Office, the Office of General Counsel (OGC), the Inspector General (IG) or the EEO Office, one system for tracking all allegations will give senior leaders at all levels greater insight into discrete situations and/or broad problem areas thereby making better solutions possible. While both instructions are in draft form, they will be finalized in FY15 at which time they will be forwarded to EEOC.

- The FY13 Annual EEO Assessment Report detailed changes in HR Service Delivery that were the result of senior leadership commitment to EEO and HR. . At all levels of the DON, senior leaders 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. Furthermore, the DASN (CHR) personally contacted the top leadership of each command to remind them that one vital responsibility in managing an EEO Program is ensuring the complaints are processed in a timely manner. 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 timely 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 process 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 2014 was the focus on timely issuance of Final Agency Decisions (FAD). As previously reported, the DON lost two experienced FAD Analysts due to retirement. The hard hiring freeze and sequestration of FY14 prevented the DON from backfilling these two positions, resulting in only two experienced FAD Analysts onboard in FY 2013 compared to four in previous fiscal years. 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, at the beginning of FY 2014 DON leadership brought onboard one full time and two reemployed annuitant FAD Analysts. Before the end of FY 2014, the DON authorized the hire of another full time FAD Analyst and approved a contract to

expedite completion of 117 overdue cases. With these resources in place, the DON is confident that timeliness in this area will significantly improve in the year ahead.

- Senior leadership also demonstrated their commitment to EEO by providing resources to ensure that managers have access to EEO training as detailed in Essential Element B below. Numerous Supervisory Training modules were created in FY 2014 for deployment to all DON supervisors. EEO reviewed all modules in collaboration with CWDD.
- The ASN M&RA, who is the DON EEO Director, laid the groundwork for a DON wide Individuals with Disabilities (IWD) Campaign with the appointment of a DON IWD Champion who is a member of the Senior Executive Service (SES). The appointment will be effective in FY15. This IWD SES Champion will be responsible for aligning the efforts of the major command IWD champions to identify and eradicate barriers and promote the hiring of IWDs/IWTDs. Twelve of the DON major commands, representing 81.87% of the DON population, have designated a disability champion and nine commands have also established designated disability teams to assist in their command's disability programs. A major initiative in FY15 is to ensure all remaining commands designate a senior level disability champion and/or disability team.

#### Challenges:

- Although the support of leadership enabled the development of the SECNAV instructions in FY14, they were not signed out in FY14. At the end of FY14, the draft SECNAV instruction on EEO was sent out to the commands for comment. The Anti-harassment SECNAV instruction is in final development, and it is anticipated that both instructions will be deployed in FY15. 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 EEO Office is embedded with 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 embedded assists in heightening awareness about discrimination. The FY14 theme of the work in EEO has been Coordination, Collaboration and Integration. These three factors were crucial to the effective functioning of EEO especially with the limited number of EEO staff members and the personnel changes that occurred as a result of the HR Service Delivery transition.

#### Strengths:

- Examples of strengths related to the integration of EEO into the agency's strategic mission:
  - Civilian Workforce Development Division (CWDD) – The team in Workforce Development worked with EEO on the training at Southbridge through the development of learning objectives, the registration website and providing support for a multitude of logistics details like mailing materials, on-site

registration, preparing rooms, and assisting with Audio/Video (AV) concerns. They were the team behind the EEO team that made the details come together. Through all of these support functions the Workforce Development team also learned about EEO and how it interfaces with their own work, opening up new opportunities for future collaboration.

- CWDD – As was noted earlier, portions of the new supervisory training to be deployed in FY15 are specific to EEO and its programs. These were developed collaboratively with CWDD in FY14 and will be deployed for all supervisors in FY15. One of those trainings was Supervisory Responsibility in the Reasonable Accommodation Process. The Disability Program Manager (DPM) collaborated with the CWDD to ensure subject matter accuracy. The collaborative development of supervisory training results in one more documented way that regulations, rights, responsibilities and best practices are distributed to inform and educate supervisors and managers. In addition, the CWDD team assisted the DON EEO Office with deployment of a single consistent EEO, Anti-Harassment/No FEAR training for the civilian workforce in FY15, deployed across all commands. These collaborative projects not only allow a common level of training for all DON employees, they also ensure tracking and accountability of completion by the commands.
- CWDD - Especially critical to progress in the overall DON complaints program is bridging the competency gaps within the 0260 community. Work was started in FY14 to revitalize the DON's efforts to build an enterprise-wide EEO (260) Competency Model that will identify critical skills required to become high-performing, competitive and results-oriented EEO practitioners. This will be a focus of the work shared by Workforce Development and EEO in FY15.
- Executive Management Program Office (EMPO) – EMPO and EEO share common interests in the SES pipeline which has resulted in collaborative briefings. The EMPO staff proactively looks at the SES pipeline and how to best develop persons in GS-13 to GS-15 or equivalent positions for future leadership within the DON. The result is the development of a program called Bridging the Gap which takes an intentional approach to skill-building for writing to ECQs and understanding the DON of the future. The work of EMPO dovetails with the analysis that EEO has been conducting on the SES pipeline. Data analysis from EEO and EMPO is used to brief the Executive Diversity Advisory Committee (EDAC) and in developing future initiatives that will prepare the DON workforce for leadership opportunities.
- HR Data Analytics – This division was critical to the development of the EEO App including the A & B Tables for use by the DON EEO Office, the major commands and their activities. Again, through their collaborative efforts on the EEO App, this group has gained a greater appreciation for EEO and what it contributes to the mission of the DON. Success of the HR Analytics collaboration is discussed further in Essential Element D. This was a complex and difficult task that required extensive man-hours to accomplish. Each table required its own analysis and detailed discussion on the correct Civilian Labor Force (CLF), intent, and interpretations. The team assisting with this effort was drawn from across the DON and represented HR, data analytics, major Commands, and Don EEO personnel. This massive undertaking has resulted in the first complete EEO data set for many Commands. It has also ensured common interpretations of EEO Tables and guidance, thereby allowing a more meaningful data analysis at all levels of the DON.
- Reasonable Accommodation (RA) - The DON RA Job Search Continuous Process Improvement (CPI) Group is looking at the expanded job search piece



of the RA process. This group made significant progress in FY14. 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 weekly to complete and verify the mapping of expanded job searches; review past RA expanded searches; and collect stakeholder feedback through an outreach plan. This group's hard work will continue into FY 15 where stakeholder feedback will be analyzed, appropriate changes recommended and necessary updates made to portions of the DON Guide for Processing RA. The updated guide will be sent to EEOC for review when completed.

- Recruitment - The EEO Office has worked closely with the Recruitment and Staffing team to ensure the HR community is informed on the many resources to hire individuals with disabilities. A fact sheet for "Schedule A" applicants was created, disseminated, and posted onto USAJOBS when applicants apply for DON positions. Additional language was added to Job Announcements that specifically addressed applicants with disabilities. Additional projects (Schedule A Hiring Campaign, additional fact sheets, IWD related trainings, and how to guides) are scheduled to be worked on in FY15.
- Office of General Counsel – DON Office of EEO Management, Navy Office of EEO Complainants Management and Adjudication (NAVOECMA) continued to work with the Deputy Assistant General Counsel (Manpower & Reserves Affairs) to model collaborative relationship between EEO 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.
- 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 knowledge of how the Rehab Act is being actualized in the DON. As a 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. The accessions reports are broken down by major command, the number of hires made utilizing the Schedule A hiring authority, and the number of persons self-identifying targeted disabilities. The separations report shows the number of individuals with disabilities separating by command also broken down by the same categories.
- Leadership's interest in disabilities is also apparent through the support for training the workforce on Reasonable Accommodation (RA) procedures. This was done through the DON Disability Program Manager who was given the resources to host DCO training sessions on RA for EEO/HR practitioners across the DON. In FY14, 9 separate DCO sessions were held with over 100 participants per session. Additionally, the DON Guide for Processing RAs was made available on the DON EEO website.

Challenges:

- The DON takes an integrated total force perspective on command climate which is measured annually by the DEOMI Organizational Climate Survey (DEOCS). In addition focus groups are held during IG visits to gain a greater understanding of command climate at individual commands. In FY14 civilian responses to the DEOCs were below the military average on climate factors that included diversity management,

organizational processes, racial discrimination and disability discrimination.

Over the past few years, there has been anecdotal evidence that the command climate for civilians who are supervised by military leaders is often not as favorable as the DON would desire. In FY15, the Deputy Chief of Naval Operations' Human Resources (N1B1) is deploying and requiring completion of the Basic Personnel Management for Supervisors course for all civilian and military supervisors. This should educate military leaders on the legal roles and responsibilities of civilian management.

The DON's Military Equal Opportunity (MEO) Office and EEO Program Office plan to meet quarterly in FY15 to develop plans that address issues arising from civilian responses to the DEOCS.

- While DON Senior Leadership actively supported all aspects of the work of the EEO Office, the DON hiring freeze in FY13 and FY14 left the EEO Office without an AEP manager or an SEP manager and eventually without an IWD program manager. 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 FY13 report was started but not completed. The DON working group on policies practices and procedures will continue this analysis in FY15.
- The 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 FY14 and the anticipated hiring and onboarding of a Special Emphasis Program Manager in FY15. 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 to ensure alignment and data capture for common areas of interest. This will be a Part H for FY15.
- 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. A barrier under Section 508 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. The DON EEO Office is working with CWDD to ensure all DON training materials are Section 508 compliant. This effort will continue in FY15. While progress has been made, more work is required to ensure compliance.

#### ESSENTIAL ELEMENT C: Management and Program Accountability

##### Strengths:

- Beginning in July through the end of FY14, the DASN CHR, Ms. Patricia Adams, and the new Director of the Office of Civilian Human Resources (OCHR), Mr. Tony

TorresRamos, met with the leadership of ten of the major commands to discuss the DON HR and EEO programs following the HR service delivery transition. The understanding that these leaders had of the complaints process and the need for responsiveness was communicated to the command leadership through these visits. The visits were made in acknowledgement that to successfully complete the HR service transition and to achieve the desired change, ongoing and open communication was key. Due to DON identified issues with the timeliness of requests for investigations and the completion of investigations, EEO was a focus of the discussion because sanctions were anticipated for a number of complaints. Ms. Adams and Mr. TorresRamos met with the Commanders (command EEO Officers), Executive Officers (senior civilians), SES leads for Corporate Operations and command Directors of Civilian Human Resources for feedback and to maintain accountability for command EEO programs. To assist commands with their own responsiveness and proactive prevention, communication on the availability of new DON resources for supporting command programs was incorporated into the meeting discussions.

- FY14 marks the first year under the new service HR delivery model. There were new positions created and new EEO program managers at the command-level. In FY14, 14 of the 21 (66%) Command Deputy EEO Officers (CDEEOO) were new. These CDEEOOs were tasked with re-building (and in many cases) establishing model EEO programs. Program Management for the DON EEO Program starts from the top down. In FY14, command program scorecard assessments were postponed in lieu of one-on-one program reviews with CDEEOOs and the DON EEO Office program managers. This was done to provide commands with a period to establish programs and train practitioners, many of whom had no extensive experience outside of the complaints management area. Assessments will resume in FY15 to include discussions with senior leaders of each command, stressing the importance of holding commands accountable for developing model EEO programs. The DONEEO Program Office 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 are holding their subordinate activities accountable through their own version of a scorecard and/or on-site visits, and a genuine commitment by senior leadership to ensure they have a robust and compliant program in place is evident. Feedback on a command's program is not solely dependent upon their annual status report submission, but takes into account all the information that is shared throughout the reporting period, reflecting a more accurate assessment of each command's program. Command assessments and working groups have also resulted in on-going dialogue and networking between the commands. 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 be on track towards maintaining a model EEO Program.
- The development and deployment of the EEO App created a tool for the management and accountability of the EEO program that flows into other parts of DON management. The EEO App became a reality through the support of senior leaders, specifically DASN (CHR), Ms. Adams, and OCHR Director, Mr. TorresRamos, who support it through funding and committing the time of the HR Analytics team members to develop the EEO App.
- The Naval Office of EEO Complaints Management and Adjudication (NAVOECMA), a division within the DON Office of EEO Management, 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 FY14, NAVOECMA developed a standard suite of statistics for tracking and analyzing the command complaints processing and program management. The DON established efficiency criteria to monitor compliance to regulatory processing requirements and hold servicing office accountable for timely process via a Complaints Scorecard. Although the DON's ultimate goal is for all cases to be processed timely, 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. The DON established the DON Complaints Working Group chartered to track processing at the command/activity levels and discussed 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, status of investigation of cases was also monitored as well as submission of case files to Equal Employment Opportunity Commission Administrative Judge when complainant chose to go to hearing. A positive result of the scorecard is the cascading of accountability to all levels of the organization, i.e., some 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 on-going 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 program.

- In FY14, the OCHR EEO Office reenergized its relationship with the Department of Defense Computer/Electronic Accommodations Program (CAP). Due to the complexity of the Navy Marine Corp Intranet (NMCI) – the DON program that provide 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. Quarterly meetings were held between CAP and the DON DPM to ensure a solid partnership and to be proactive in advance of any possible issues with assistive technology. These meetings will continue in FY15. Also in FY14, the NMCI contract was ended and a new contract the Next Generation Enterprise Network (NGEN) was put in its place. The OCHR DPM was involved in the writing of the contract for NGEN and ensured that a 30 day time limit was placed on all testing and certification of assistive technology to be used on the network. This will help employees get the assistive technology they need in a more expedited fashion. In addition, the OCHR DPM requested the most recent assistive technology from CAP in order to get an enterprise license across the network. This will help speed up the process as well instead of having to individually order licenses for the piece of assistive technology. 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. New supervisory training has been created and will be deployed in FY15 regarding supervisory responsibilities during the RA process. In addition, information will be provided regarding RA as part of the FY15 Hiring Campaign.
- The DON Supervisory Training modules that were mentioned in Essential Element B ensure accountability for the necessary EEO training of all DON supervisors as this

training is deployed in FY15. EEO reviewed material for the training and acted as subject matter experts. For example, the Disability Program Manager (DPM) validated the accuracy of the subject matter for the module on Supervisory Responsibility in the Reasonable Accommodation Process.

- In FY14, three 504 complaints (Section 504 of the Rehab Act) 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 and through a re-examination of the files and working in close collaboration with the Command DEEOOs were able to be closed out quickly in late FY14.
- NAVOECMA conducted DON-wide sessions with command and activity EEO processing offices to discuss and learn from sanctions and default judgments due to untimely investigations. These sessions included a review on where the untimely process occurred and what the command/activity can do to proactively ensure timely process and mitigate liability. NAVOECMA had one-on-one meeting with the commands and discussed the result 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. The DON through the Working Group on Complaints Efficiencies ensured critical and ongoing advice and guidance throughout FY 2014 to ensure effective program management and accountability measures are in place at the command and activity levels.

#### Challenges:

- Managers are responsible for ensuring their employees have the tools and resources to perform the duties of their job. This was noted as an issue in FY14 as employees were not able to access some of the Computer Based Trainings (CBTs) required for their jobs. The EEO office worked in collaboration with CWDD to ensure that on-line training programs are consistently compatible with software that accommodates members of the workforce. This effort will continue into FY15 as a process is deployed to ensure 508 compliance for CBTs prior to deployment of training sessions.
- In FY14, the DON recognized the need to develop a plan that will integrate and align DVAAP, FEORP and MD-715 in order to increase management and program accountability for these requirements across the DON. The three requirements are interrelated and based on current areas of low participation. The areas of low participation for the DON have not changed in over five years so management has cognizance of them. Creating and implementing aligned plans, increases accountability through the establishment of common goals and reporting mechanisms. By linking the requirements, the alignment of the plans and measures of accountability will eliminate duplication of effort and potentially eliminate conflicts between the three plans. A working group comprised of stakeholders internal and external to EEO will be put into place to develop the data requirements, a timeline for data collection and measures of accountability.

#### ESSENTIAL ELEMENT D: PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION

##### Strengths:

Proactive prevention was identified early on as an area where the DON EEO Office needed to

invest additional time based on the number of EEO specialists who had never conducted barrier analysis in the past and had a limited knowledge of the value of ADR. This was a weakness in FY13 but due to an investment of resources into training, it is now a strength.

- While conducting fast track training with new DON EEO specialists in FY13, Barrier Analysis training was noted as a key area for future training. The DOD director of EEO, Ms. Beatrice Bernfeld, also recognized this as a training area for the three days of training that she offers to EEO and Military Equal Opportunity (MEO) professionals annually. Ms. Bernfeld attended the DON's FY13 fast track training and invited the DON EEO office to develop a Barrier Analysis training that could be deployed at her training conference in July. Seven major commands that had been identified as having strong barrier analysis programs were asked to allow their CDEEOOs to participate with the DON EEO staff in the development and deployment of the half-day Barrier Analysis training that would be expanded to a full-day of training at the DON's FY15 EEO training. Evaluations of the two half-day training sessions for DOD were extremely positive. One of the most frequent comments was that the sessions alleviated the fear of barrier analysis. Ultimately at a DOD-wide EEO meeting, one person stated that the DON's program was "like Barrier Analysis on steroids."
- During the planning for "Creative Solutions for EEO Professionals", (the EEO training to be held at Southbridge, MA early in FY15), proactive prevention was at the heart of the preparation as each of the 32 sessions were designed with learning goals that linked to MD-715 action plans, barrier analysis and alternate dispute resolution (ADR). Sessions were planned to provide an understanding of the importance of ADR and how to share information on ADR to complainants. A full day's training was dedicated to Barrier Analysis. The training design included formal barrier analysis training presented by the CDEEOOs as well as a session on unconscious bias presented by Dr. Renee Yuengling to equip attendees in identifying their own patterns of thinking that may impact their analysis of employment policies, practices and procedures.
- As was noted earlier in Essential Element B, the development and deployment of the EEO App was one of the major accomplishments of FY14 and has the potential to transform how barrier analysis is conducted at the earliest stages. The DON EEO Program Management Office recognized the need for a tool to replace DART and eVersity and approached the Data Analytics Group to explore the potential of utilizing the existing workforce demographic tool. During this developmental stage, the HR Analytics division began to understand the need for the A & B Workforce Tables to be available to all commands – not just at the headquarters level. This started regular discussions about how to meet the requirements for the workforce tables using DCPDS data and EEOC's requirements. Using the guidance from EEOC, the business rules for the tables were developed. Throughout this initial design phase, table continued to be refined. One measure of the success of the EEO App is the use of this tool. The EEO App did not exist in FY13, but after it was deployed late in FY14 a total of 6,763 reports were run from it.

As commands were provided access to the EEO App that houses the workforce tables, requests for additional information continued to be received. The staff at the major commands wanted the ability to conduct more in-depth data analysis. As the EEO staff continued discussions with the Data Analytics group, HR Link where the EEO App is housed was considered as a model that could be duplicated in the EEO App with Ethnicity/Race Indicator and Gender (ERIG). The HRLink model houses standard reports and cubes for conducting in-depth HR data analysis. Through working with the

Data Analytics division, they began to understand that EEO's need for data touches all areas of a successful EEO Program. One of the unexpected benefits of this project was ensuring users received the required training on Personally Identifiable Information (PII) prior to gaining access to the tools in the EEO App. This ensures that users have the requisite knowledge on how the data is to be used. Following PII/Protected Health Information (PHI) training, CDEEOOs were given the responsibility for granting access to trained users and ensuring appropriate use of the data. The HR Data Analytics Group will also run reports of usage at the request of CDEEOOs to validate who is using the EEO App, what data is being pulled, and how often the data is accessed.

After creating the A & B Tables, the Data Analytics division suggested that EEO look at the HR reports and determine the five to ten reports that would be most valuable to EEO practitioners. The suggestion to revise reports with diversity data provided a quick win for analysis. The reports were identified in FY14 and will be deployed as ERIG and disability reports in FY15. Included in these reports is detail information on accessions, separations, awards, total workforce, etc. Commands will be able to conduct more effective barrier analysis and complete data requests for information regarding complaints.

In order for this project to come to fruition, senior leaders had to support it through funding the EEO App and committing the time of the HR Analytics team members to develop the App. DASN CHR, Ms. Adams, and OCHR Director, Mr. TorresRamos provided the necessary support for this project to become a reality.

Without the EEO App, the DON and its commands would not have the ability to accurately and authoritatively conduct basic barrier analysis using workforce data. Commands would not have 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 FY14, the DON hired new people to the following positions that were empty until June 2014: Disability Program Manager (DPM), Affirmative Employment Program Manager (AEPM), and Special Emphasis Program Manager (SEPM) – all of whom are responsible for aspects of proactive prevention of unlawful discrimination. This is significant as these positions are responsible for developing, assessing and training practitioners and managers in critical elements of a model EEO program.
- As was noted previously, developing EEO (0260) Community 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 2014. 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
  - 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

In FY15, the DON will revitalize its efforts to build an enterprise-wide EEO (260)

Competency Model that will identify critical skills required to become high-performing, competitive and results-oriented EEO practitioners who will respond to current and new challenges in the EEO program areas and ensure the DON maintain a model EEO Program.

Challenges:

- The DVAAP, FEORP AND MD-715 have each been developed by separate divisions in HR and EEO. These will be aligned to harness the power of all the stakeholders and management to strengthen the proactive prevention of unlawful discrimination. See Essential Element C above for additional detail.

## ESSENTIAL ELEMENT E: EFFICIENCY

Timely processing of complaints has always been one of the DON's major program deficiencies. In addition, efficiencies and quality of servicing were greatly impacted when the DON transitioned to a new EEO Service Delivery model in May 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 action of the DASN (CHR) authorizing in September 2014 the continuation of the flexibilities that 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:

- For the first time in five years, the DON has gone beyond the 50% mark of timely investigations completed. At the end of FY 2014, 68% of DON investigations were processed timely. In addition, in FY 2014, the DON completed the 2nd most number of investigations when compared to the investigations done for the last five years. However, even with the volume processed in FY 2014, 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.
- The DON data shows 100% compliance with offering ADR to complainants at the precomplaint stage. However, there is a noticeable decrease in complainants' participation in FY 2014. Furthermore, on average 50% of complainants declined ADR.
- The DON EEO Office has been working on getting a DON wide Reasonable Accommodation (RA) Electronic Tracking System implemented for a few 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 FY14 following the selection of the new DON DPM, the DON EEO Office 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 EEO Office has already created the RA Tracking System but has not yet received approval to get it to all DON EEO employees to utilize and track their RAs in one system. By submitting this package to OMB, DON is one step closer to having a fully operational tracking system for all Reasonable Accommodations. OMB approval and subsequent implementation of the DON wide tracking system is planned for FY15.

#### Challenges:

- In FY 2014, there was a slight decline in timely held counselings from 90% to 88%. The DON will continue to include pre-complaint processing in our FY 2015 plan to bring the DON into compliance in this area.
- The DON Workplace ADR Program underwent changes in FY14 as the new Center of Excellence (CoE) was set up at the OCHR Philadelphia Operations Center. The program supports the DON EEO program but is managed outside of EEO by OCHR HQ, the Office of General Council and the ADR CoE. The CoE provides workplace mediation services and management to all DON Commands with one-stop service for all workplace ADR. Requests for ADR will be streamlined to 10 working days or less; mediator pools will be regional rather than command-based; and the structure was developed to minimize or eliminate real and perceived conflicts of interest.

In the past, EEO was the primary user of ADR services. The changes to the ADR program with a focus on the DON workplace will raise awareness about using ADR for ER/LR concerns as well as EEO complaints. It is anticipated that these changes will positively impact proactive prevention for EEO.

- Attitudinal barriers have been identified for Individuals with Disabilities who are fearful of coding themselves correctly in MyBiz or via the SF-256 because of how they believe the data may be utilized or that the information may be shared inappropriately.
- While 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 FY15.
- The DON reviewed EEOC's 462 Report and other agencies' MD 715 to find best practices that the DON can use to improve the DON's posture in this element. One of the best practices that the DON adopted was to contract out FAD work to improve timely FAD issuance. The DON conducted a study on the quality and timeliness of work products from various agencies/companies to determine the best solution. The DON leadership fully supported the effort by authorizing a contract for 117 overdue cases. Execution of contract scheduled in October 2014.

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 scorecard, working group initiatives/efforts and engagement of appropriate

stakeholders and senior leaders at the DON, command and activity levels.

## ESSENTIAL ELEMENT F: RESPONSIVENESS AND LEGAL COMPLIANCE

### Strengths:

- The DON was timely in submitting the FY 2014 462 and FY 2013 MD 715 reports. With the implementation of EEOC's EFX tool, the DON timely complied with all case file requirements for cases pending hearing and appeals.
- Another area of concern in FY 2013 and FY 2014 was the issuance of Final Agency Decisions (FAD). Due to leadership support, at the beginning of FY 2014, the DON brought onboard one full time and two reemployed annuitant FAD Analysts. Before the end of FY 2014, the DON authorized the hire of another full time FAD Analyst and approved a vehicle to contract out 117 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 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. In FY14, a decision was made to provide direct assessments in lieu of command scorecards. This was done due to a need to develop EEO practitioners and provide an opportunity for commands to rebuild command programs.
- In accordance with EEOC's recent guidance, the DON has required DON EEO processing offices to ensure complaints of discrimination on the basis of transgender 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 will start 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 potential and real conflict of interest.

### **FY14 Command Reports**

A full review of all Command reports yielded the following additional notable areas for FY14:

- Numerous commands have noted low participation of women in all groups. This is an area that will require closer examination in FY15 as we work to understand the common concerns/barriers of women across all groups.
- Significant improvement was noted in the Barrier Analysis efforts by all commands in FY14 following deployment of in-depth training in FY13 and FY14.

- The Space and Naval Warfare Systems Command's (SPAWAR) Disability Program is to be commended for several best practices: Establishment of a Wiki Page with Disability Awareness and Resources for Empowerment; Establishment of a Schedule A Hiring Registry; Identification of a Barrier regarding failure to include Schedule A in the area of consideration of most recruitment actions.

Excellent Barrier Analysis was displayed by the Wounded Warrior Team that found the following: 98% of WWs who are Non-Schedule A hires do not identify a disability; Schedule A Form needs better descriptions of disabilities; the inability of HR and DORS to assist with the coding is viewed as a barrier; Form 256 is not included in the onboarding package; Candidates often were not aware of the requirement to fill out the 256 Form; HR Personnel were not all aware of the requirement of Schedule A hires to disclose their disabilities; and a finding that WW's frequently code as "I do not wish to disclose my disability status."

- The Bureau of Medicine Command has developed an On-line BA Course for their workforce.
- The Naval Air Systems Command continues to stand out as an example of a Model EEO Program that pushes the boundaries to ensure process improvement and equality of opportunity. Significant best practices from NAVAIR included the following:

Installation of Video Phones for the Hearing Impaired; Integration of EEO/Diversity/HR and Senior Leadership commitment is evident in NAVAIR's Diversity Council and 5 Affinity Group Advisory Teams. Members of the Council and Affinity Groups are required to participate as Mentors; The council has actively sought Command feedback on the Asian Pipeline through the LEAP (Leadership Education for Asian Pacifics) Project (a Three-Phase multi-year initiative); Another Affinity group, the African American Pipeline Advisory Team is engaged in an assessment of the Return on Investment from NAVAIR's two leadership programs – NAVAIR Leadership Development Program and the Journey Level Development Program along with the HR. NAVAIR continues to participate in the DiversityInc Benchmarking initiative; All Managers and Supervisors are evaluated under a Diversity Objective; NAVAIR created a Management Inquiry Initiative Working Group comprised of HR (LR/ER), Legal, and EEO to develop Workplace Harassment Investigation Training (one 4 hour sessions for supervisors and managers on the Management Inquiry Process and a more detailed 2 day course for designated fact-finders who will be selected from all sub-commands and sites.); NAVAIR University, modeled on the Defense Acquisition University and OPM HR University offers courses on leadership and diversity with their specific competency colleges. NAVAIR is to be commended for integrating Diversity and Equality of Opportunity into all aspects of the NAVAIR culture.

**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PART E Attachment**  
**WORKFORCE ANALYSIS**



## DON Workforce Analysis<sup>1</sup>

### DON Total Workforce<sup>2,3</sup>

In FY14, the DON total workforce was 239,790, which is -0.18% difference from FY 13. 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 FY13 and FY 14 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 FY13 and FY14. The percent of change for NAF employees between FY13 and FY14 was 0.91%. The Total Workforce numbers for FY14 exclude 19 male and 5 female permanent appropriated fund employees who did not provide their race.

**Table 1: Total Workforce Participation<sup>4,5</sup>**

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%	
Black	Male	7.35%	↑ 7.51%	↑ 7.70%	↑ 7.83%	↓ 7.78%	5.50%		
	Female	6.96%	↓ 6.81%	↑ 6.82%	↑ 6.99%	↓ 6.84%	6.60%		
Asian	Male	6.43%	↑ 6.52%	↑ 6.53%	↑ 6.69%	↑ 6.72%	2.00%		
	Female	4.71%	→ 4.71%	↓ 4.63%	↑ 4.81%	↓ 4.65%	2.00%		
NHOPI	Male	0.94%	↑ 1.00%	↑ 1.05%	↑ 1.07%	↑ 1.10%	0.10%		
	Female	0.63%	↑ 0.69%	↑ 0.71%	↑ 0.74%	↑ 0.77%	0.10%		
AIAN	Male	0.41%	→ 0.41%	↓ 0.39%	↑ 0.57%	↑ 0.58%	0.30%		
	Female	0.25%	→ 0.25%	↓ 0.24%	↑ 0.32%	↓ 0.31%	0.30%		

Table 1 shows the overall participation rates, inclusive of AF and NAF permanent and temporary employees, for each major ethnic/racial group in the DON civilian workforce. 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 FY13 (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 FY13.

<sup>1</sup> Analysis excludes data for "Two or more races"

<sup>2</sup> Based on Analysis of Workforce Table A1 of 30 Sept 2014

<sup>3</sup> Includes Non-Appropriated Fund (NAF) data

<sup>4</sup> 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

<sup>5</sup> Performance markers with the trend line are at the right side of each chart to easily see the five-year trends and the NCLF marker is to the far right

Since FY12, 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 FY14, the three major Commands with NAF employees conducted their initial analysis of NAF workforce data. The analysis of the combined NAF data will be provided later in this document.

**AF Analysis – Permanent Employees<sup>1,2</sup>**

Table 2 provides a snapshot of the permanent AF employees in the DON workforce. 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 FY13. In FY14, 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 2: Permanent Appropriated Fund Participation Rate<sup>4,5</sup>**

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%	
Asian	Male	6.72%	↑ 6.74%	⇒ 6.74%	↑ 7.01%	↑ 7.03%	2.00%		
	Female	2.75%	↓ 2.71%	↓ 2.63%	↑ 2.76%	↓ 2.71%	2.00%		
NHOPI	Male	0.85%	↑ 0.92%	↑ 0.98%	↑ 1.00%	⇒ 1.00%	0.10%		
	Female	0.32%	↑ 0.36%	↑ 0.38%	⇒ 0.38%	⇒ 0.38%	0.10%		
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%	

### AF Analysis – Temporary Employees<sup>1,2</sup>

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 FY13 and FY14 is that AIANM have fallen slightly below the NCLF in FY14. 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 FY13, to just below the NCLF in FY14.

**Table 3: Temporary Appropriated Fund Participation Rate<sup>4,5</sup>**

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%	
Asian	Male	3.44%	↑ 3.68%	↑ 3.82%	↑ 4.15%	↓ 3.00%	2.00%		
	Female	5.28%	↓ 5.04%	↑ 5.57%	↑ 5.64%	↓ 5.23%	2.00%		
NHOPI	Male	0.47%	↑ 0.58%	↑ 0.59%	↓ 0.57%	↑ 0.80%	0.10%		
	Female	0.64%	↑ 0.67%	↓ 0.49%	↓ 0.48%	↓ 0.34%	0.10%		
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%		

### NAF Analysis<sup>1,2,6</sup>

FY14 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 FY15 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.

<sup>6</sup> Excludes Appropriated Fund (AF) data

**Table 4: Non-Appropriated Fund Participation Rate<sup>4,5</sup>**

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%	
Black	Male	7.10%	↓ 7.08%	↑ 7.13%	↓ 6.90%	↓ 6.80%	5.50%		
	Female	13.06%	↓ 13.00%	↑ 13.12%	↑ 13.13%	↑ 13.44%	6.60%		
Asian	Male	5.64%	↑ 5.92%	↑ 5.96%	↓ 5.68%	↑ 5.75%	2.00%		
	Female	13.27%	↑ 13.49%	↓ 13.22%	↓ 12.82%	⇒ 12.82%	2.00%		
NHOPI	Male	1.42%	↑ 1.46%	↓ 1.42%	↓ 1.38%	↑ 1.55%	0.10%		
	Female	1.97%	↑ 2.15%	↑ 2.21%	↓ 2.20%	↑ 2.49%	0.10%		
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%		

**DON Major Occupations**

**Permanent AF Workforce<sup>7,8</sup>:** Based on the A-6 Table (permanent AF employees), the top ten major occupational series (MOS) have been analyzed for low participation rates. These series make up 33.5% of the DON AP workforce. The tables provided for each of the top ten MOS only display demographic groups with significantly low participation rates identified. 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 will focus its attention. The top ten series in the AF workforce can be found below in Tables 5 -13 with areas of significantly low participation noted.

All groups in the DON have low participation in at least one of the top major occupational series with the exception of Native Hawaiian/Pacific Islander Males. HM, HF, WM, WF, and AIANF have low participation in five or more of the top ten series, but those groups with the most significant low participation rates are HM, HF and AIANF. These groups are represented at less than 80% of the MOS OCLF in five or more of the DON top ten occupational series.

**Table 5 – Management Program Analysis (0343)<sup>4,5</sup>**

Total Employees: 9,560

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
White	Male	36.30%	↑ 38.20%	↑ 38.41%	↑ 38.81%	↑ 39.32%	49.10%	9.78%	+935	
Asian	Male	2.03%	↓ 1.95%	↑ 2.12%	↑ 2.38%	↑ 2.47%	3.40%	0.93%	+89	

**Table 6 – Information and Technology Management (2210)<sup>4,5</sup>**

Total Employees: 9,310

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
Hispanic	Male	2.97%	↓ 2.96%	↑ 3.33%	↑ 3.81%	↑ 3.83%	5.30%	1.47%	+136	
Hispanic	Female	1.48%	↓ 1.45%	↓ 1.37%	↑ 1.45%	↑ 1.57%	2.10%	0.53%	+50	
White	Female	21.64%	↓ 20.53%	↓ 19.10%	↓ 18.40%	↓ 17.52%	21.10%	3.58%	+333	

<sup>7</sup> Excludes Non-Appropriated Fund (NAF) data

<sup>8</sup> Based on Table A-6 (AF Permanent) 30 Sept 2014



**Table 7 – Electronics Engineering (0855)** <sup>4,5</sup>

Total Employees: 8,029

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
White	Male	64.59%	↓ 63.84%	↓ 63.05%	↓ 62.16%	↓ 61.86%	71.10%	9.24%	+742	
Black	Male	3.56%	↑ 3.66%	↑ 3.83%	↑ 3.97%	→ 3.97%	4.30%	0.33%	+26	
AIAN	Male	0.31%	↓ 0.27%	↑ 0.30%	↑ 0.41%	↓ 0.35%	0.50%	0.15%	+12	

**Table 8 – Mechanical Engineering (0830)** <sup>4,5</sup>

Total Employees: 6,406

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
White	Male	75.20%	↓ 74.39%	↓ 73.94%	↓ 73.31%	↓ 72.20%	78.80%	6.60%	+423	
Black	Male	2.48%	↑ 2.54%	↑ 2.66%	↑ 2.78%	↓ 2.67%	3.50%	0.83%	+53	

**Table 9 – Engineering Technician (0802)** <sup>4,5</sup>

Total Employees: 6,224

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
Hispanic	Male	3.00%	↑ 3.13%	↑ 3.26%	↑ 3.60%	↓ 3.52%	7.00%	3.48%	+217	
Hispanic	Female	0.25%	↓ 0.23%	↑ 0.24%	↓ 0.22%	↑ 0.24%	1.60%	1.36%	+85	
White	Female	7.20%	↓ 7.04%	↓ 6.80%	↓ 5.79%	↑ 5.88%	12.90%	7.02%	+437	
Black	Male	5.20%	↑ 5.64%	↑ 5.81%	↑ 6.21%	↑ 6.41%	6.80%	0.39%	+24	
Black	Female	0.59%	↑ 0.71%	↑ 0.76%	↑ 0.82%	↑ 0.90%	2.20%	1.30%	+81	
Asian	Female	0.60%	↑ 0.61%	↓ 0.60%	↓ 0.51%	↓ 0.47%	1.90%	1.43%	+89	
AIAN	Female	0.03%	↑ 0.05%	↓ 0.03%	↑ 0.05%	→ 0.05%	0.20%	0.15%	+9	

**Table 10 – Financial Administration and Program (0501)** <sup>4,5</sup>

Total Employees: 5,350

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
Hispanic	Male	1.58%	↑ 1.61%	↑ 1.77%	↑ 1.88%	↑ 1.94%	3.80%	1.86%	+99	
Hispanic	Female	3.74%	↑ 3.77%	↑ 3.92%	↑ 4.11%	↓ 4.00%	5.80%	1.80%	+96	
White	Male	18.74%	↑ 18.93%	↑ 19.11%	↓ 19.08%	↑ 19.61%	32.90%	13.29%	+711	
AIAN	Male	0.13%	↑ 0.15%	↓ 0.09%	↑ 0.26%	↓ 0.24%	0.30%	0.06%	+3	
AIAN	Female	0.31%	↓ 0.28%	↓ 0.20%	↑ 0.28%	↑ 0.37%	0.80%	0.43%	+23	

**Table 11 – Logistics Management (0346)** <sup>4,5</sup>

Total Employees: 5,267

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
Hispanic	Male	2.86%	↓ 2.80%	↑ 3.05%	↑ 3.21%	↑ 3.34%	5.00%	1.66%	+87	
Hispanic	Female	1.96%	↓ 1.95%	↑ 2.16%	↑ 2.18%	↑ 2.26%	2.80%	0.54%	+28	
White	Female	23.64%	↓ 22.72%	↓ 21.84%	↓ 21.20%	↓ 20.47%	24.20%	3.73%	+197	
Black	Male	6.50%	↑ 6.85%	↑ 7.26%	↑ 7.94%	↑ 8.03%	10.00%	1.97%	+104	
NHOPI	Female	0.12%	↑ 0.14%	↓ 0.12%	↓ 0.08%	→ 0.08%	0.10%	0.02%	+1	
AIAN	Male	0.31%	↑ 0.35%	↑ 0.41%	↑ 0.62%	↓ 0.59%	0.60%	0.01%	+1	
AIAN	Female	0.20%	→ 0.20%	↑ 0.21%	↑ 0.27%	↓ 0.25%	0.60%	0.35%	+19	

**Table 12 – General Engineering (0801) <sup>4,5</sup>**

Total Employees: 5,133

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
Hispanic	Male	2.82%	↑ 2.84%	↑ 3.18%	↑ 3.30%	↑ 3.39%	4.00%	0.61%	+31	
Hispanic	Female	0.43%	↓ 0.40%	↑ 0.45%	↑ 0.58%	↑ 0.65%	0.70%	0.05%	+3	
White	Male	70.41%	↓ 70.15%	↓ 69.60%	↓ 69.48%	↓ 69.02%	71.00%	1.98%	+101	
Asian	Male	8.41%	↓ 8.15%	↓ 8.00%	↓ 7.58%	↑ 7.94%	9.20%	1.26%	+64	
AIAN	Male	0.24%	↑ 0.25%	→ 0.25%	↑ 0.48%	↓ 0.39%	0.50%	0.11%	+6	
AIAN	Female	0.00%	→ 0.00%	→ 0.00%	↑ 0.06%	↑ 0.08%	0.10%	0.02%	+1	

**Table 13 – Misc. Administration/Program (0301) <sup>4,5</sup>**

Total Employees: 4,669

RNO	Gender	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	CLF (2010)	CLF less FY 2014 Rate	Parity	Performance Marker
Hispanic	Female	2.88%	↑ 2.97%	↓ 2.26%	↓ 2.18%	↑ 2.60%	5.70%	3.10%	+139	
White	Female	2.68%	↓ 2.34%	↑ 2.46%	↑ 2.50%	↓ 2.18%	44.10%	41.92%	+918	
Black	Female	44.82%	↑ 45.91%	↓ 45.82%	↑ 49.81%	↑ 51.35%	8.70%		+69	
Asian	Female	25.33%	↓ 24.46%	↑ 25.25%	↓ 22.86%	↑ 22.94%	3.60%		+57	
AIAN	Female	5.89%	↓ 5.87%	↓ 5.10%	↑ 5.21%	↑ 5.38%	0.60%		+7	

**NAF Workforce<sup>6,9</sup>:** The NAF workforce has a different set of top ten MOS than the AF workforce. As shown in the Workforce Table A-6 for the NAF workforce, the NAF top twelve MOS include the following:

2091	Sales Store Clerical	(6,731 employees)
1702	Education and Training Technicians	(6,418 employees)
0189	Recreation Aid and Assistants	(5,171 employees)
3566	Custodial Working	(3,508 employees)
1101	General Business and Industry	(2,986 employees)
0303	Miscellaneous Clerk and Assistant	(1,528 employees)
7408	Food Service Working	(975 employees)
6907	Materials Handling	(780 employees)
0188	Recreation Specialist	(522 employees)
4749	Maintenance Mechanic	(489 employees)
7420	Waiter	(434 employees)
7603	Barbering	(417 employees)

Because the NAF workforce is a comparatively small portion of the DON workforce that is based in three different commands and these positions are hired at a regional level, a national DON OCLF has not been established for these occupations.

<sup>9</sup> Based on Workforce Table A-6 (NAF) 30 Sept 2014

## Accessions

**Table 14 – AF Accessions<sup>7,10</sup>**

Total AF Accessions: 13,136

RNO	Gender	National CLF (2010)	Accessions				Net Gain/Loss (Accessions less Separations)			
			FY 2013		FY 2014		FY 2013		FY 2014	
			#	%	#	%	#	%	#	%
Hispanic	Male	5.20%	370	3.33%	↓ 351	↓ 2.67%	-88	0.53%	↓ -140	↓ -0.73%
	Female	4.80%	132	1.19%	↑ 147	↓ 1.12%	-182	-0.73%	↑ -135	↓ -0.83%
White	Male	38.30%	5513	49.64%	↑ 7696	↑ 58.59%	-2,308	1.86%	↑ 656	↑ 9.83%
	Female	34.00%	1962	17.66%	↑ 2407	↑ 18.32%	-1,399	-2.87%	↑ -663	↓ -2.94%
Black	Male	5.50%	1023	9.21%	↓ 822	↓ 6.26%	-213	1.66%	↓ -295	↓ -1.48%
	Female	6.60%	604	5.44%	↓ 458	↓ 3.49%	-377	-0.55%	↓ -379	↓ -2.31%
Asian	Male	2.00%	836	7.53%	↓ 652	↓ 4.96%	-334	0.38%	↑ -119	↓ -0.38%
	Female	2.00%	329	2.96%	↓ 232	↓ 1.77%	-266	-0.68%	↑ -154	↓ -0.90%
NHOPI	Male	0.10%	88	0.79%	↑ 143	↑ 1.09%	-35	0.04%	↑ 26	↑ 0.28%
	Female	0.10%	38	0.34%	↓ 31	↓ 0.24%	-32	-0.09%	↑ -22	↓ -0.13%
AIAN	Male	0.30%	83	0.75%	↓ 77	↓ 0.59%	-22	0.11%	↓ -34	↓ -0.18%
	Female	0.30%	23	0.21%	↓ 17	↓ 0.13%	-24	-0.08%	↓ -50	↓ -0.33%

Table 14 shows the number of new hires in FY14. The majority of the accessions (58.59%) in FY14 were WM. As a result, all females groups and HM had accessions below the NCLF.

As was noted previously, there is limited data on the NAF workforce. Because NAF trend data is not available, Workforce Table A-8 (NAF) can be viewed to identify the areas where groups were not hired at the NCLF in FY14. Within the NAF workforce, most groups were hired at the level of the NCLF with the exception of HM (hired at -1.66% below NCLF), WM (hired at -15.8% below NCLF) and WF (hired at -3.7% below NCLF). This data will continue to be collected and maintained for future trend analysis of NAF accessions and separations.

<sup>10</sup> Based on Workforce Table A-8 (AF) 30 Sept 2014

## Separations

**Table 15 – AF Separations<sup>7,11</sup>**

Total AF Separations: 14,438

RNO	Gender	Total DON Participation Current FY	Separations				Net Gain/Loss (Accessions less Separations)			
			FY 2013		FY 2014		FY 2013		FY 2014	
			#	%	#	%	#	%	#	%
Hispanic	Male	3.61%	458	2.80%	↑ 491	↑ 3.40%	-88	0.53%	↓ -140	↓ -0.73%
	Female	2.75%	314	1.92%	↓ 282	↑ 1.95%	-182	-0.73%	↑ -135	↓ -0.83%
White	Male	44.73%	7821	47.78%	↓ 7040	↑ 48.76%	-2,308	1.86%	↑ 656	↑ 9.83%
	Female	19.10%	3361	20.53%	↓ 3070	↑ 21.26%	-1,399	-2.87%	↑ -663	↓ -2.94%
Black	Male	7.78%	1236	7.55%	↓ 1117	↑ 7.74%	-213	1.66%	↓ -295	↓ -1.48%
	Female	6.84%	981	5.99%	↓ 837	↓ 5.80%	-377	-0.55%	↓ -379	↓ -2.31%
Asian	Male	6.72%	1170	7.15%	↓ 771	↓ 5.34%	-334	0.38%	↑ -119	↓ -0.38%
	Female	4.65%	595	3.64%	↓ 386	↓ 2.67%	-266	-0.68%	↑ -154	↓ -0.90%
NHOP1	Male	1.10%	123	0.75%	↓ 117	↑ 0.81%	-35	0.04%	↑ 26	↑ 0.28%
	Female	0.77%	70	0.43%	↓ 53	↓ 0.37%	-32	-0.09%	↑ -22	↓ -0.13%
AIAN	Male	0.58%	105	0.64%	↑ 111	↑ 0.77%	-22	0.11%	↓ -34	↓ -0.18%
	Female	0.31%	47	0.29%	↑ 67	↑ 0.46%	-24	-0.08%	↓ -50	↓ -0.33%

In FY14, the DON had a total of 14,438 separations in the appropriated fund (AF) workforce. Table 15 shows AF separations by group as compared to the participation rate of the group within the DON workforce. WM, WF, AIANM and AIANF are separating at a rate that is higher than their participation in the DON workforce. In addition, it is notable that in FY14 all appropriated fund female groups including Asian Females are voluntarily separating at a higher rate than their group's total separation rate (see Workforce Table A-14 for AF.) In addition, the RIF that occurred in FY14, impacted WF hardest. While there were only 21 employees in the RIF, over 50% of these were WF.

For all groups except WM and NHOPIM the net gain/loss numbers were negative in FY14. If this pattern continues over time, the current areas of low participation (HM, HF, WF) will move even further from parity and the DON may find other groups moving into low participation in the workforce.

Like NAF accessions, NAF separations for FY14 can be found in the workforce Table A-14 (NAF). NAF separations for HM, HF, WF, BM, BF, AIANM, AIANF and TMM are occurring at a higher percentage than their participation in the NAF Workforce. This will be explored further in FY15 by the DON NAF working group as the group learns collects information on the seasonal work of the NAF workforce.

<sup>11</sup> Based on Workforce Table A-14 (AF)

### Individuals with Targeted Disabilities (IWTD)

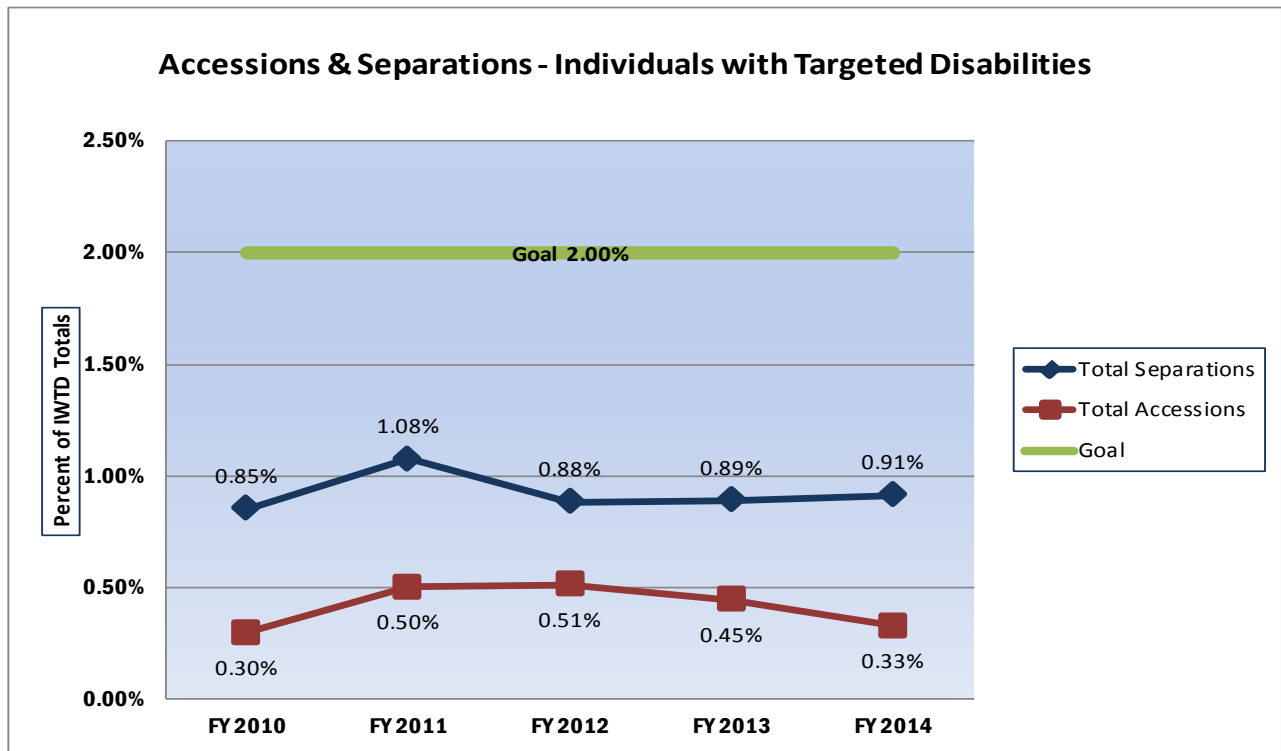
As shown in Table 16, the DON population of IWTD decreased from 1,550 in FY 2013 to 1,480 in FY 2014. While the percentage slightly decreased from 0.64% in FY 2013 to 0.62% in FY2014. There were 17,004 individuals with non-targeted disabilities in the DON population, a very small decrease from 17,006 people from FY 2013. Despite this, the percentage increased in from 6.97% in FY 2013 to 7.09% in FY 2014

**Table 16 – 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

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 FY 2014, increasing by .12% to a total of 7.09%.

Table 17 – IWTD 5 Year Trend of Accessions and Separations

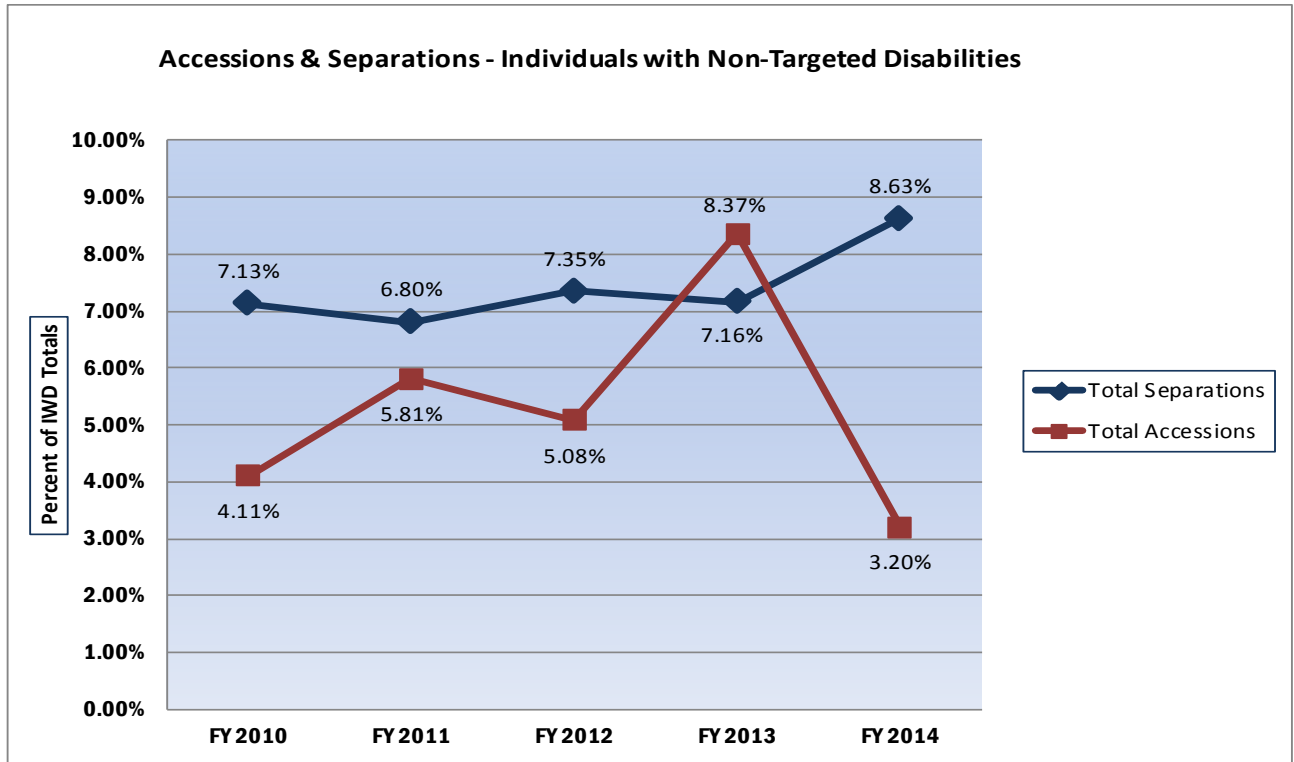


EEOC Target Goal = 2.00%	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
	#	%	#	%	#	%	#	%	#	%
Total Accessions	74	0.30%	↑ 103	↑0.50%	↓ 91	↑0.51%	↓ 51	↓0.45%	↓ 43	↓0.33%
Total Workforce Accessions	24,768		20,477		17,709		11,427		13,136	
Total Separations	149	0.85%	↑ 197	↑1.08%	↓ 161	↓0.88%	↓ 150	↑0.89%	↓ 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.*

IWTD Separations have outpaced Accessions for the past five fiscal years. While the percentage of separations increased slightly from .89% to .99% in FY14, the actual separation numbers 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 resigned.

**Table 18 – Non-Targeted Disabilities 5 Year Trend of Accessions and Separations**

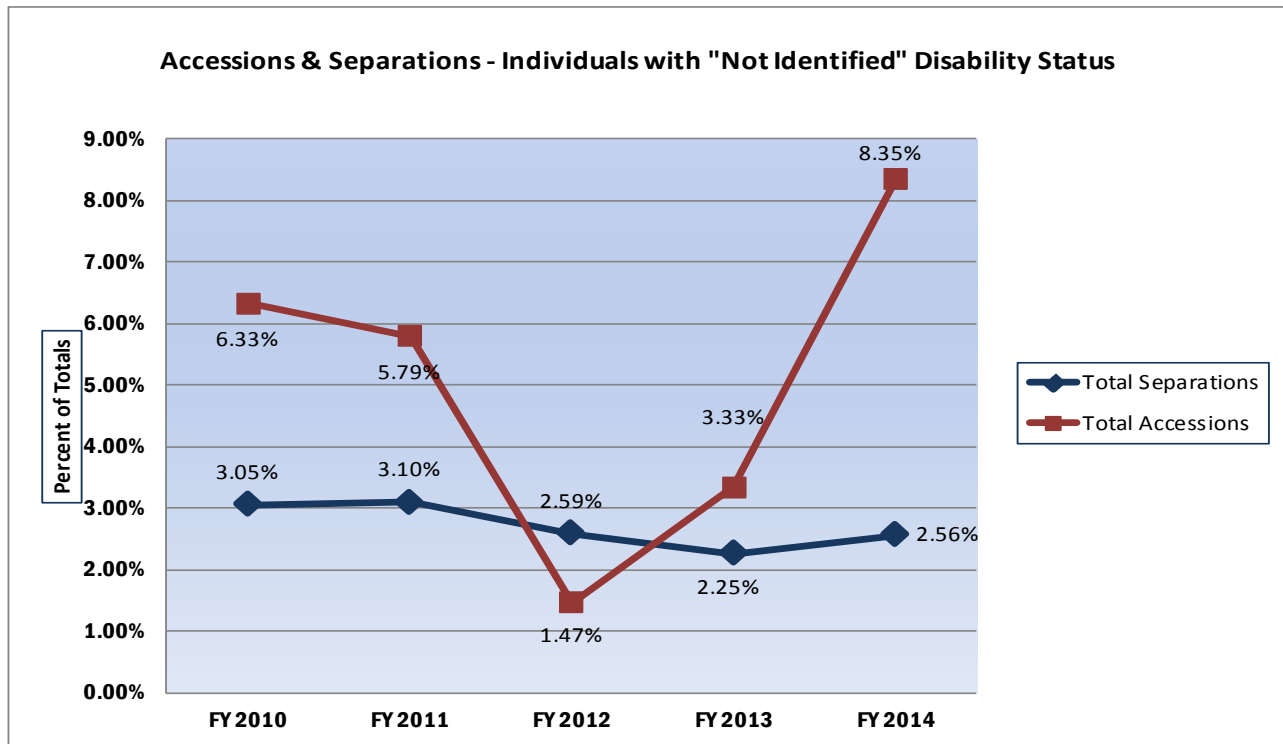


EEOC Target Goal = 2.00%	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
	#	%	#	%	#	%	#	%	#	%
Total Accessions	1,018	4.11%	↑1,190	↑5.81%	↓899	↓5.08%	↑956	↑8.37%	↓421	↓3.20%
Total Workforce Accessions Current FY 2014 (AF)	24,768		20,477		17,709		11,427		13,136	
Total Separations	1,245	7.13%	↑1,246	↓6.80%	↑1,337	↑7.35%	↓1,209	↓7.16%	↑1,246	↑8.63%
Total Workforce Separations Current FY 2014 (AF)	17,468		18,312		18,196		16,875		14,438	

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

Despite the positive trend of FY13 where the accession rate passed the separation rate, in FY14 the separation rate far exceeded the number of accessions for individuals with non-targeted disabilities. However, the total rate of participation within the workforce for individuals with non-targeted disabilities was the highest it has been in 6 years at 7.09% despite the overall total workforce decreasing. This positive trend can be in part attributed to the increase in hiring of our Wounded Warriors who mainly fall into this category.

**Table 19 – Individuals that Do Not Want to Identify Their Disability Status-5 Year Trend of Accessions and Separations**



EEOC Target Goal = 2.00%	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
	#	%	#	%	#	%	#	%	#	%
<b>Total Accessions</b>	1,567	6.33%	↓1,185	↓5.79%	↓260	↓1.47%	↑381	↑3.33%	↑1,097	↑8.35%
<b>Total WD Workforce Accessions Current FY 2014 (AF)</b>	24,768		20,477		17,709		11,427		13,136	
<b>Total Separations</b>	532	3.05%	↑567	↑3.10%	↓471	↓2.59%	↓380	↓2.25%	↓370	↑2.56%
<b>Total WD Workforce Separations Current FY 2014 (AF)</b>	17,468		18,312		18,196		16,875		14,438	

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

The chart above shows that a very large percentage of new hires, when provided the SF 256 to identify their disability status, selected the option that states that they did not wish to identify their disability status. This is by far the highest percentage in over 5 years. The percentage of individuals who have separated that do not wish to identify their disability has remained relatively constant over the last five fiscal years. As stated above in the identified barriers section, 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 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 20 – DON Schedule A Hires Disability Status Coding FY 2010-2014**

<b>DON Schedule A Hires Disability Status Coding FY 2010-2014</b>				
<b>Fiscal Year</b>	<b>No Disability</b>	<b>Not Identified</b>	<b>Other Disabilities</b>	<b>Targeted Disabilities</b>
<b>2010</b>	<i>Unavailable</i>	<i>Unavailable</i>	<i>Unavailable</i>	<i>Unavailable</i>
<b>2011</b>	23	4	70	16
<b>2012</b>	7	22	87	34
<b>2013</b>	1	10	44	9
<b>2014</b>	8	40	237	124

A review of individuals hired using the Schedule A 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. An individual hired under the Schedule A hiring authority for people with disabilities must disclose their disability status on the SF 256. The Schedule A (subpart u) Hiring Authority is applicable for individuals with severe physical disabilities, psychiatric disabilities, and severe intellectual disabilities. Some of these disabilities do not fit into the targeted disabilities listed on the SF-256. Therefore, there is a need for further education that not every Schedule A hire will result in a targeted disability hire as the definitions are not identically in sync. This will also be included in the FY15 hiring campaign. Additional educational pieces in the FY15 Hiring Campaign will include clearing up the misconceptions and attitudinal barriers revolving around Schedule A.

As shown above in Table 20, the number of individuals hired using the Schedule A Hiring Authority have dramatically increased in FY14 in comparison to the previous years. The total number of individuals hired using the Schedule A hiring authority in FY 14 was 409 which was more than the 3 previous years combined. While FY13 was an anomaly due to the hiring freeze, this large increase over the past 3 years can in part be attributed to the better understanding of the Schedule A Hiring authority and the collaboration between the EEO and HR staffing personnel to educate on the Schedule A Hiring Authority. This work will become a central focus in FY15 as the DON pushes to hire more and more individuals; it will be included in the FY15 IWD hiring campaign.

**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 from the SF 256, the Schedule A 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 remain consistent with the OPM’s report to the President, information on 30% or more disabled veterans is provided below. Veteran hires accounted for 49% of new hires in FY 2014. Disabled veterans, not limited to 30% or more disabled veterans, accounted for 16% of DON FY 2014 hires.

Many command wounded warrior programs work and coordinate efforts with command disability programs. In FY 2014, the DON hired 2,380 disabled veterans which was up from 1,751 disabled veterans in FY 2013. Schedule A, subpart (u), appointments accounted for 317 appointments of disabled veterans.

The DON is fully committed to hiring our Wounded Warriors as shown through numerous initiatives. Although, not all disabled veterans meet the definition or targeted disabilities used by OPM in the standard form 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 a very low number of IWTDs. However, the large efforts to hire wounded warriors and disabled veterans have had a positive impact on the overall hiring of individuals with disabilities just not the targeted disabilities. The education piece will be part of the FY15 IWD Hiring Campaign.

### **Applicant Flow Data**

The DON has pulled the Applicant Flow Data a number of times in FY13 and FY14, but due to the limitations on access (one person for all of the DON), problems with the account and the format of the data when it was pulled, the system was not found to be user friendly. Because of the size of the DON, each of the 21 major commands needs to analyze its own data with an eye to their own major occupational series. The format of the data made this difficult to provide in a useable format with the limited staff in the DON EEO Office in FY14. In addition to the format of the data, the data is voluntary, and it has not included disability data or data from applicants on certificates with less than 10 names. These caveats limit what we can glean from the data. A further limitation is that the DON was unable to provide it to the major commands and their activities, where the most meaningful barrier analysis occurs. The result was that the DON has gathered a year's worth of data but it is not all FY14 data and it is aggregated for all commands.

Because the data is across fiscal years 2013 and 2014 and these were oddities in terms of hiring due to the hard hiring freeze, the DON EEO Office only used the for a quick check on whether the 74,032 applicants were from all ethnicities and races. The applicant flow data showed that every group except HF and WF had qualified applicants at or above the NCLF. But when selections were made, all female groups except AIANF were hired below the anticipated NCLF rate. All male groups were hired at or above the NCLF based on the number of applicants.

The DON's Recruitment Tools and Processes division provided a briefing to the EEO office on anticipated changes to USASTaffing and the impact this will have on the applicant flow data. With the upcoming version, most of the barriers to the DON's use of the applicant flow data should be resolved as the disability data will be available, all certs will be included and additional persons will be granted access to the data. The DON plans to request access for a representative from the HR Data Analytics Division to assist in re-formatting the data so it is user-friendly and can be made available on the EEO App to analysts in the major commands while assuring that commands only have access to their own applicant flow data.

As the DON EEO Office has easier access to the data, the major commands and their component activities will be requested to analyze the data by the MOS of each vacancy. In FY15, this is an area where the DON plans to focus energy on barrier analysis.

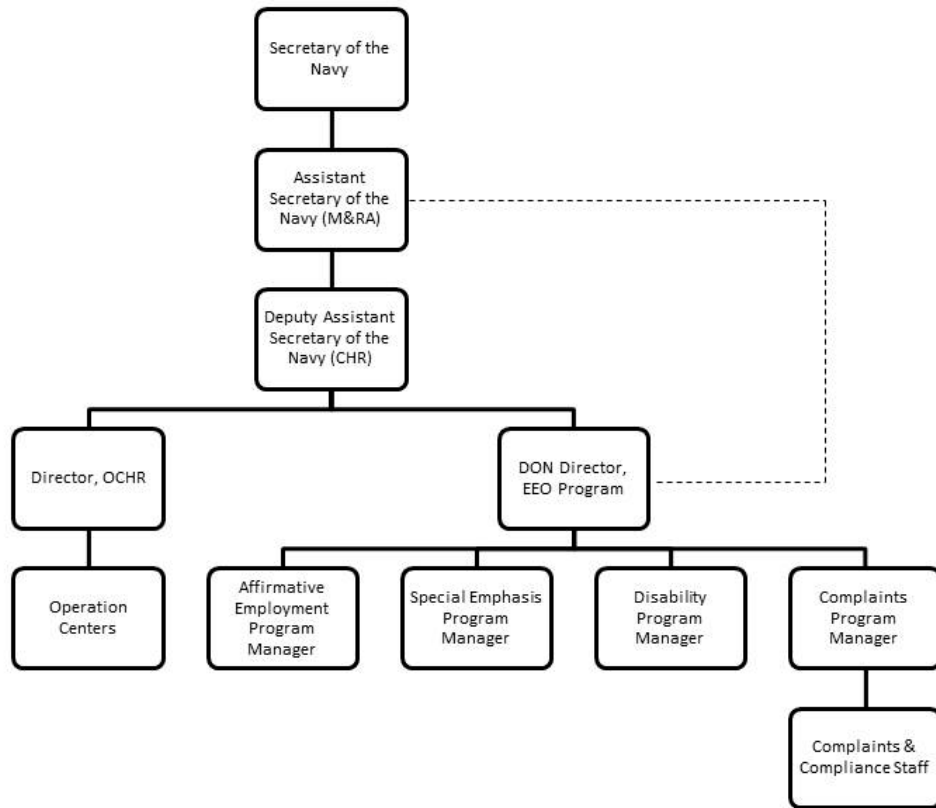
**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PART E Attachment**  
**ORGANIZATIONAL CHART**



## 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.



**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PART E Attachment**  
**RESPONSE TO EEOC VISIT**



## **PART E Attachment: Response to Visit from EEOC's Office of Federal Operations**

EEOC's Office of Federal Operations (OFO) met with the DON EEO Office on May 7, 2014 to review the status of the DON EEO program. Five focus areas were identified in the discussion and September 24, 2014 letter that documented the discussion. Updated response to the five areas can be found below.

Schedule A Conversion: The DON EEO Office looked further into the issue of converted Schedule A employees after a 2 year period. In FY14, 120 Schedule A employees were converted. A deeper look was taken to understand why other Schedule A employees were not converted at the 2 year mark. Below are our findings:

- The Science and Technology Reinvention Laboratory (STRL) Pay Plan has a three-year probationary period which is longer than the two years required of Schedule A. These employees will not be converted until their colleagues are at the three-year anniversary.
- Some of the employees were Schedule A as WRP students. This time is not counted toward the two years of probation because it was a temporary appointment.
- In a small number of cases, the employee did not want to be converted.

While there were some Schedule A employees who should have been converted, we will work with the Commands to ensure a "tickler" process is put into place to inform managers that their Schedule A employees are reaching the end of their probationary period.

In addition, the DON EEO Office is making a standard report on our EEO App, the DON EEO data tool that is fed by the DON's authoritative source for civilian HR data. This will allow commands to pull the number of Schedule A conversions at any point during the year so they are better able to track the number of employees who have or have not been converted. As we move forward a DON-wide Individuals with Disabilities (IWD) Awareness Campaign will include educational materials for the DON community on Schedule A hiring.

Reasonable Accommodation Program: The DON Office of EEO Management is in the process of revising the DON reasonable accommodation procedures. We will ensure the updates to the procedures will encompass the expanded definition of a person with a disability as provided in the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and ensure that requests for medical documentation are not so broad as to violate the Genetic Information Nondiscrimination Act of 2008 (GINA). To date, the DON is still in the process of making those revisions. Once DON finalizes its revised procedures, the DON will submit the document to EEOC for review in accordance with the Executive Order.

A mandatory training course was created in FY14 for Supervisors education them on their responsibility in the Reasonable Accommodation Process. The DON Disability Program Manager (DPM) collaborated closely with the DON Training Department to ensure subject matter accuracy. This training will be deployed in FY 2015.

Anti-Harassment Program: Following the 7 May 2014 meeting with EEOC representatives, the DON immediately devoted efforts to develop the DON EEO SECNAV Instruction, Anti-Harassment Instruction and an EEO Policy Statement. The Policy Statement was completed and signed by Secretary Mabus with deployment to the workforce scheduled for the start of FY15. The draft EEO SECNAV was developed late in FY14 and is out to Commands for

Comment. The Anti-Harassment SECNAV is currently being developed based on EEOC guidance found in the EEOC report, *Model EEO Programs Must Have an Effective Anti-Harassment Program*. The DON is also investigating the development of a centralized repository for both civilian and military harassment complaints, thereby providing insight into the total force picture. In addition, DON major Commands have developed Command anti-harassment policies that are widely distributed across each Command. Upon completion of the DON Anti-Harassment SECNAV Instruction, all Command policies will be updated to align to the DON instruction.

Barriers to Executive Level Positions: The first phase of an analysis of Executive Level Positions was conducted to better understand the DON SES and the SES Pipeline. (Data for the analysis is as of September 30, 2014.)

In developing an understanding of the career paths of SES or what might also be referred to as their “skills”, the DON looked at the last series held by current SES prior to becoming an SES. To understand the “knowledge” of current SES, the DON also looked at academic training and degrees. The DON also began analysis of where SES came from prior to entering SES Service with the DON, e.g. civilians internal to the DON, civilians internal to DOD but not the DON, civilians in Federal service but external to DOD, private industry, military, etc.

For FY15, the Executive Diversity Advisory Council (EDAC) has requested a survey be conducted of SES to learn about the developmental experiences that impacted their career. Common experiences/best practices can then be shared with the pipeline population for individual career preparation.

In FY14, 79.4% of the DON’s 306 SES were in the Major Occupational Series (MOS) listed on the following chart:

SES Current Major Occupational Series

CURRENT MOS	MAJOR OCCUPATIONAL SERIES (MOS) TITLE	% DON SES
0301	MISCELLANEOUS ADMINISTRATION AND PROGRAM	12.75%
0340	PROGRAM MANAGEMENT	21.90%
0346	LOGISTICS MANAGEMENT	3.59%
0505	FINANCIAL MANAGEMENT	4.58%
0801	GENERAL ENGINEERING	16.67%
0840	NUCLEAR ENGINEERING	4.25%
0905	GENERAL ATTORNEY	7.52%
1102	CONTRACTING	4.58%
1301	GENERAL PHYSICAL SCIENCE	3.59%

(Please note that at the time the data was pulled for the A4-1 Workforce Table, there were only 304 SES showing. This is due to different pull dates and one person who will not appear due to a classified assignment. While the data from the Executive Management Program Office shows them as servicing 306 SES, we will examine those showing in the FY14 Tables. Of the 304 SES on the FY14 A Tables, 211 were WM (69.41%), 55 were WF (18.09%), 12 were BM (3.95%), 6 were BF (1.97%), 4 were HF (1.32%), 3 were AM (0.99%), 3 were AF (0.99%) and 3



were HM (0.99%). It would be anticipated that even if the percentage of the workforce for a specific group was not at parity with the NCLF, that there should be parity between the percentage of the workforce that is represented by a particular group and the percentage of the SES that is represented by that same group. This did not occur in the DON.

The only group that is represented in the SES (69.41%) at or above the rate it participates in the workforce (44.73%) is WM. WF participate in the workforce at 19.10% which is 1.01% less than they participate in the SES. For all other groups the difference is much greater. This is especially obvious with Black and Asians since the males and females in these groups participate above the NCLF in the workforce but participate in the SES at a rate that is below their workforce participation.

#### Participation Rates

	HM	HF	WM	WF	BM	BF	AM	AF
<b>WORKFORCE</b>	<b>3.61%</b>	<b>2.75%</b>	<b>44.73%</b>	<b>19.10%</b>	<b>7.78%</b>	<b>6.84%</b>	<b>6.72%</b>	<b>4.65%</b>
<b>SES</b>	<b>0.99%</b>	<b>1.32%</b>	<b>69.41%</b>	<b>18.09%</b>	<b>3.95%</b>	<b>2.30%</b>	<b>1.97%</b>	<b>0.99%</b>
<b>NCLF</b>	<b>5.20%</b>	<b>4.80%</b>	<b>38.30%</b>	<b>34.00%</b>	<b>5.50%</b>	<b>6.60%</b>	<b>2.00%</b>	<b>2.00%</b>

The DON began to investigate the major occupational series where its SES come from prior to becoming SES. The last major occupational series prior to becoming an SES could be identified for 176 of the 306 DON SES. As was stated earlier, this is an indicator of the skills with which the SES entered into the SES corps. The chart below shows that of those for whom there was data, the top three series that they came from were 0801, 0340, and 0905. The gap in the data between a data set with 176 SES and 306 DON SES in FY14 is due to persons who joined the SES service following positions in the private sector and persons who came directly from the military. In addition, a number of the SES represented in the SES series were already in the program prior to when the DON was gathering this data electronically. The FY15 survey is planned to provide more detailed data on experience prior to accepting an SES position.

Of the 176 SES with identified MOS prior to entering the SES, 31 occupational series were identified (see chart below). The 801 series (General Engineering) was the highest feeder series (18.18%) into DON SES positions. This was followed by the 340 series (Program Management) and the 905 series (General Attorney) at 10.8% of SES for each of these series. These correlate fairly closely with the MOS of current SES.

Because attorneys are not selected by commands but go through a special process for the Office of General Counsel, that office rather than the commands have control over the recruitment and selection process. The OGC conducted a barrier analysis of its hiring, selection processes late in FY14 to try to identify potential barriers to equal opportunity in the OGC workforce. They found they were unable to conduct a useful barrier analysis due to gaps in the applicant flow data.

In the following chart, the DON's nine top SES feeder series are highlighted in light blue. Nine of the DON's top ten major occupational series can be found in the feeder series. These nine series are bolded and italicized.

DON SES Feeder Series

SES FEEDER SERIES	SERIES TITLE	# SES	% SES
132	INTELLIGENCE	10	5.68%
201	HUMAN RESOURCES MANAGEMENT	2	1.14%
<b>301</b>	<b>MISCELLANEOUS ADMINISTRATION AND PROGRAM</b>	<b>8</b>	<b>4.55%</b>
340	PROGRAM MANAGEMENT	19	10.80%
<b>343</b>	<b>MANAGEMENT AND PROGRAM ANALYSIS</b>	<b>11</b>	<b>6.25%</b>
<b>346</b>	<b>LOGISTICS MANAGEMENT</b>	<b>4</b>	<b>2.27%</b>
<b>501</b>	<b>FINANCIAL ADMINISTRATION AND PROGRAM</b>	<b>4</b>	<b>2.27%</b>
505	FINANCIAL MANAGEMENT	5	2.84%
511	AUDITING	3	1.70%
560	BUDGET ANALYSIS	2	1.14%
<b>801</b>	<b>GENERAL ENGINEERING</b>	<b>32</b>	<b>18.18%</b>
806	MATERIALS ENGINEERING	1	0.57%
<b>830</b>	<b>MECHANICAL ENGINEERING</b>	<b>3</b>	<b>1.70%</b>
840	NUCLEAR ENGINEERING	3	1.70%
<b>855</b>	<b>ELECTRONICS ENGINEERING</b>	<b>6</b>	<b>3.41%</b>
861	AEROSPACE ENGINEERING	3	1.70%
871	NAVAL ARCHITECTURE	2	1.14%
905	GENERAL ATTORNEY	19	10.80%
1101	GENERAL BUSINESS AND INDUSTRY	2	1.14%
<b>1102</b>	<b>CONTRACTING</b>	<b>8</b>	<b>4.55%</b>
1222	PATENT ATTORNEY	1	0.57%
1301	GENERAL PHYSICAL SCIENCE	1	0.57%
1310	PHYSICS	7	3.98%
1360	OCEANOGRAPHY	1	0.57%
1515	OPERATIONS RESEARCH	2	1.14%
1520	MATHEMATICS	1	0.57%
1550	COMPUTER SCIENCE	3	1.70%
1601	EQUIPMENT, FACILITIES AND SERVICES	1	0.57%
1811	CRIMINAL INVESTIGATION	9	5.11%
2150	TRANSPORTATION OPERATIONS	2	1.14%
<b>2210</b>	<b>INFORMATION TECHNOLOGY MANAGEMENT</b>	<b>1</b>	<b>0.57%</b>
<b>GRAND TOTAL</b>		<b>176</b>	<b>100%</b>

All but one of the top ten major occupational series (MOS) for DON employees are represented in the list of series identified as leading to current SES positions. The only unrepresented DON MOS is the 0802 series (Engineering Technicians). It is logical that a technician series may not

lead to the high grades partially due to the lack of a positive education degree. Please note that the DON only has one SES with no positive education. Currently there are no 0802 Engineering Technicians in the DON workforce at the GS-13 equivalent or above. To better understand whether there is a potential pathway to an SES position for employees coming from the 0802 series, the EEO Office will work with an HR Classification specialist.

The top DON MOS represent 43.75% of those SES for whom data on their prior series was available. The rate of 43.75% is higher than the representation of employees in the top 10 MOS (33.5%) within the DON AF workforce, yet only four of the DON's top MOS are also in the top nine SES feeder series. These are 0301, 0343, 0801, and 1102.

The DON took those same 31 MOS and looked at its SES pipeline of GS-13 to GS-15 employees (or equivalents) in those occupations. Please note that GS-12 employees were not added into the pipeline because the DON has many GS-12 or equivalent positions that do not lead into the high grades. Because data on prior series was only available for 176 of the 306 SES, the feeder analysis will be on all feeder series aggregated rather than each separate series. When considering the data in this way, only WM (60.24%), HM (4.42%), AIANM (0.98%), AIANF (0.37%) and TMF (0.27%) are participating in SES feeder series as GS-13 to GS-15s (or equivalents) at a higher rate than they participate in the DON workforce. All others (HF, WF, AM, AF, BM, BF, NHPIM, NHPIF, TMM) are participating in the feeder MOS at a rate lower than they participate in the DON workforce. When broken down by GS equivalent, only WM, HM and AIANM participate in the aggregated feeder series at a rate that is higher than the participation rate of their group in the total DON population. At the GS-15 level, this drops to only WM and AIANM. With the current feeder population, it will be difficult to change the demographics of the SES in the near future because WM hold 66.21 % of the GS-15 positions in the feeder MOS.

The DON Executive Management Program Office (EMPO) initiated a leadership development training called Bridging the Gap that is focused on the development and preparation of GS-14/15 (and equivalent) members to apply for SES positions. This program and their Leadership and Career Training for GS12-15 (and equivalent) employees assist members of the DON workforce in preparing for future senior leadership positions.

#### GS-13-15 Pipeline for Senior Leadership

	HM	HF	WM	WF	BM	BF	AM	AF
<b>DON WORKFORCE</b>	<b>3.61%</b>	<b>2.75%</b>	<b>44.73%</b>	<b>19.10%</b>	<b>7.78%</b>	<b>6.84%</b>	<b>6.72%</b>	<b>4.65%</b>
GS-13 (equiv.) in SES MOS	5.00%	1.99%	57.33%	12.07%	7.54%	4.80%	5.12%	2.45%
GS-14 (equiv.) in SES MOS	3.57%	1.76%	62.55%	13.56%	6.15%	3.91%	3.98%	2.06%
GS-15 (equiv.) in SES MOS	3.58%	1.44%	66.21%	13.86%	4.19%	3.33%	3.86%	1.75%
<b>GS13-15 (equiv.) in SES MOS</b>	<b>4.42%</b>	<b>1.83%</b>	<b>60.24%</b>	<b>12.74%</b>	<b>6.55%</b>	<b>4.31%</b>	<b>4.63%</b>	<b>2.23%</b>
<b>SES</b>	<b>0.99%</b>	<b>1.32%</b>	<b>69.41%</b>	<b>18.09%</b>	<b>3.95%</b>	<b>2.30%</b>	<b>1.97%</b>	<b>0.99%</b>
<b>CLF</b>	<b>5.20%</b>	<b>4.80%</b>	<b>38.30%</b>	<b>34.00%</b>	<b>5.50%</b>	<b>6.60%</b>	<b>2.00%</b>	<b>2.00%</b>

The DON EEO program chose to look at the knowledge of the SES as another factor. This is measured by education. Of the current SES, 18.64% had an earned doctorate or had completed post-doctoral studies; 49.35 % had a Master's degree and/or complete post-master's studies; 28.11% had a Bachelor's degree and/or completed post Bachelor's studies. Another 3.59% had a first professional degree and 0.33% had a high school diploma. These degrees (42.16%) were primarily earned in the following academic areas of study: Business Administration and Management (12.09%), Law (8.17%), Mechanical Engineering (4.90%),

National Security Policy and Strategy (4.90%), Aerospace Engineering (4.58%), Electrical/Electronics Engineering (4.25%) and Public Administration (3.27%). For members of the workforce in GS13-15 equivalent positions, they may be more competitive for an SES position if they are in a feeder MOS and if they have an academic background in one of the previously mentioned areas.

Another factor that may play a role in who applies to become an SES in the DON is physical location of those positions. The majority of the DON's SES positions (65%) are located in the District of Columbia or Arlington, VA. The DON will look into the pipeline that is located in the District of Columbia and Arlington, VA for potential barriers.

The analysis of the feeder population and current SES population will continue into FY15. In the next phase of analysis, each ERIG group will be considered separately with their top major occupational series in comparison to the SES MOS. The DON MOS for GS-13 to GS-15 and equivalents in the geographic locations with the highest number of SES will be considered, as will a deeper dive on where SES came from prior to becoming SES, how many have previous military experience as an officer and the types of developmental opportunities that assisted them in reaching SES positions.

#### Compliance with EEOC's Management Directives/Guidance (Complaints):

- In accordance with EEOC's recent guidance, the DON has required DON EEO processing offices to ensure complaints of discrimination on the basis of transgender 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 will start 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 potential and real conflict of interest.

**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PART F**



<b>EEOC FORM 715-01 PART F</b>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i>  <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>
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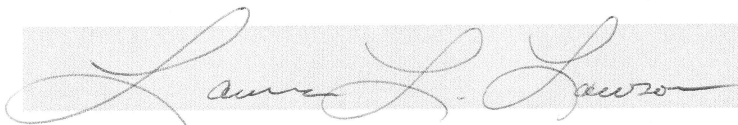
**CERTIFICATION OF ESTABLISHMENT OF CONTINUING  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Laura L. Lawson, 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.

 1/28/15

Laura L. Lawson  
Program Director  
Department of the Navy  
Office of EEO & Diversity Management

Date





 28 JAN 15

Juan M. Garcia  
Assistant Secretary of the Navy  
(Manpower and Reserve Affairs)



Date



**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**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 draft is currently in the review process. It is expected to be signed by the Secretary of the Navy in November 2014.</p> <p>However, the DON commands are required 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>Update: 11/4/14 – DON EEO Policy Statement signed. Copy is attached to this report.</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	









Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		X		
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]		X		
 Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		X		
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		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. <a href="http://www.mcieast.mar">http://www.mcieast.mar</a>
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.				

				<a href="http://www.public.navy.mil/donhr/Documents/Civilian%20Human%20Resources%20Manual/752_SUBCHNEW.pdf">http://www.public.navy.mil/donhr/Documents/Civilian%20Human%20Resources%20Manual/752_SUBCHNEW.pdf</a> .
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?	X			The RA Procedures are posted in the DON HR website at <a href="http://www.public.navy.mil/donhr/Documents/Civilian%20Human%20Resources%20Manual/1606_Procedures_for_Processing_Requests_for_Reasonable_Accommodation.pdf">http://www.public.navy.mil/donhr/Documents/Civilian%20Human%20Resources%20Manual/1606_Procedures_for_Processing_Requests_for_Reasonable_Accommodation.pdf</a> . Each command also linkup their website to the DON's website to ensure it available to all DON employees regardless of their location.
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?	X			See response to preceding question.
<b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION</b> Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.				
 <b>Compliance Indicator</b>	<b>The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
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?)			X	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.
Are the duties and responsibilities of EEO officials clearly defined?	X			
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?	X			
If the agency has 2 <sup>nd</sup> level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?	X			

If the agency has 2 <sup>nd</sup> 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.				
 <b>Compliance Indicator</b>	<b>The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		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 21 March 2014.
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		
 <b>Compliance Indicator</b>	<b>The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		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		
 <b>Compliance Indicator</b>	<b>The agency has committed sufficient budget to support the success of its EEO Programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems.		X		
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)		X		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?		X		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?		X		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?		X		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?		X		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]		X		
Is there sufficient funding to ensure that all employees have access to this training and information?		X		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:		X		
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?		X		
to provide religious accommodations?		X		





to provide disability accommodations in accordance with the agency's written procedures?		X		
in the EEO discrimination complaint process?		X		
to participate in ADR?		X		
<b>Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY</b> <b>This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.</b>				
 <b>Compliance Indicator</b>	<b>EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		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		
 <b>Compliance Indicator</b>	<b>The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		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 2014 PART H (Review of Employment Policies, Practices and Procedures) for progress/status to date and DON FY 2015 PART H (Review of Employment Policies, Practices and Procedures) for planned activities to address this program deficiency in FY 2015.
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.
 <b>Compliance Indicator</b>	<b>When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a</b>





 Measures		Yes	No	brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.			X	

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		
 <b>Compliance Indicator</b>	<b>The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
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.
<b>Essential Element E: EFFICIENCY</b> <b>Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.</b>				
 <b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?		X		
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	<b>The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.</b>	Measure has been met		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
		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><b>If yes, briefly describe how:</b> DON requires the use of full-time EEO counselors. In exceptional circumstances when the use of contractors is deemed necessary, the DON Office of EEO Complaints Management &amp; Adjudication (NAVOECMA) 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 2014 PART H (Complaints) for more details and FY 2015 PART H (Complaints) for planned activities to address this program deficiency in FY 2015.</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	<b>The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.</b>	Measure has been met		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 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 period, the DON has completed between 88% and 90% of counseling in a timely manner. The DON will continue to work towards 100% compliance. See FY 2014 and FY 2015 PART H (Complaints) for more information.</p>



Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		X		
Does the agency complete the investigations within the applicable prescribed time frame?			X	See FY 2014 Part H (Complaints) for accomplishments to date and FY 2015 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		
 <b>Compliance Indicator</b>	<b>There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
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		

 <b>Compliance Indicator</b>	<b>The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
	Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?	<input checked="" type="checkbox"/>		
	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)?	<input checked="" type="checkbox"/>		
	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?	<input checked="" type="checkbox"/>		
	Do the agency's EEO programs address all of the laws enforced by the EEOC?	<input checked="" type="checkbox"/>		
	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?	<input checked="" type="checkbox"/>		
	Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?	<input checked="" type="checkbox"/>		
	Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?	<input checked="" type="checkbox"/>		
 <b>Compliance Indicator</b>	<b>The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
	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?	<input checked="" type="checkbox"/>		
	Does the agency discrimination complaint process ensure a neutral adjudication function?	<input checked="" type="checkbox"/>		
	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?	<input checked="" type="checkbox"/>		
<b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b> <b>This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.</b>				
 <b>Compliance Indicator</b>	<b>Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>

 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
	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?	<b>X</b>		
 <b>Compliance Indicator</b>	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.			<b>X</b>	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?			<b>N/A</b>	
Are procedures in place to promptly process other forms of ordered relief?			<b>N/A</b>	
 <b>Compliance Indicator</b>	Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		<b>X</b>		
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?		<b>X</b>		
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?		<b>X</b>		

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 2014**  
**PART H (FY14)**  
**ACCOMPLISHMENTS**



<p><b>EEOC FORM 715-01 PART H</b></p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>	
<p><b>DEPARTMENT OF THE NAVY</b></p>		<p><b>FY 2014 PLAN H (Complaints)</b></p>
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p>Fiscal Year (FY) 2013 was a very challenging period for the Department of the Navy (DON) Complaints Program. Efficiencies and quality of servicing were greatly impacted when the DON transitioned to a new EEO Service Delivery model in May 2013. The transition resulted in the loss of experienced EEO Specialists who had the corporate knowledge of the servicing and status of cases. With the new service delivery design, 90% of DON EEO offices not only reshuffled resources but also physically moved case files from one Command to another to comply with the transition requirement. As DON EEO offices are widely dispersed across the United States and overseas, although there was no loss, delays in receipt of case files was inevitable, which also affected timely processing.</p> <p><u>Essential Element E: Efficiency</u></p> <ul style="list-style-type: none"> <li>• <i>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.</i></li> </ul>	
<p>OBJECTIVES:</p>	<ul style="list-style-type: none"> <li>• Complaints Processing <ul style="list-style-type: none"> <li>○ <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.</li> <li>○ <u>Formal Complaint Processing</u> – Ensure that, at a minimum, 90% of formal cases are processed in accordance with all regulatory requirements.</li> </ul> </li> </ul>	
<p>RESPONSIBLE OFFICIAL:</p>	<p>DON Office of EEO &amp; Diversity 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 2013</p>	
<p>TARGET DATE FOR COMPLETION OF OBJECTIVES:</p>	<p>September 2014</p>	
<p><b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:</b></p>		<p><b>TARGET DATE</b> (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</p>		<p>September 2014 (specific action officers identified with</p>

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.

- The DON Office of EEO and Diversity Management will meet one-on-one with each command to discuss timeliness and quality of service in FY 2013. Discussion will include specific plan of action depending on the command's status of processing.
- 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%

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

- 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.

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

individual planned activities)

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 2014.

- Understanding the continuing fiscal challenges in FY 2014, the DON Office of EEO and Diversity Management will utilize the Defense Connect Online (DCO) to

September 2014 (specific action officers identified with individual planned activities)

<p>continue deployment of weekly/monthly training and discussion on complaints processing, status of processing and areas of concern specific to the DON.</p> <ul style="list-style-type: none"> <li>• Finalize and deploy the DON's Complaints Blog, to reach out to the field EEO practitioners to bring changes to EEO regulations and areas of concerns/Best Practices for process improvement.</li> <li>• Continue the Complaints Processing Working Group established in FY 2013. Sharing of best practices and common issues in order to find resolution and move each command and DON towards 100% compliance.</li> <li>• Establish a standard DON performance objective for all DON EEO Practitioners that will ensure efficiency and quality of processing across the enterprise.</li> </ul> <p><u>Action:</u> DON Office of EEO and Diversity Management, CDEEOOs, DEEOO, EEO practitioners, Agency Representatives at the command/activity levels</p>	
<p>The DON Office of EEO and Diversity 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"> <li>• DON Office of EEO and Diversity Management staff will attend regularly scheduled customer meeting with IRD to discuss current processing and plans to further improve timeliness.</li> <li>• Continue to engage IRD staff during the DON's weekly/monthly complaints DCO to discuss areas of concern and ways to improve</li> <li>• Continue monthly IRD report and ensure commands and IRD resolve deficiencies within a week of discovery</li> </ul> <p><u>Action:</u> DON Office of EEO &amp; Diversity Management</p>	
<p>The DON will continue its effort to request exemptions from any budgetary cuts or hiring freezes to resolve backlogs in the FAD area. The request will include:</p> <ul style="list-style-type: none"> <li>• Hiring of two full time FAD Analyst; or,</li> <li>• Hiring of one full time and two reemployed annuitants as FAD Analysts</li> <li>• Another Specialist at the DON Office of EEO and Diversity Management dedicated to track and monitor timeliness of process at the servicing office level.</li> </ul> <p><u>Action:</u> DON Office of EEO &amp; Diversity Management</p>	
<p><b>REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:</b></p> <p><u>Investigation</u>  <b>One of the areas the Department of the Navy (DON) focused on improving in FY 2014 was timely investigations. As previously reported, the Department of Defense (DoD) requires all DoD components to use DoD's Investigations and Resolution Division (IRD) for investigation purposes.</b></p>	



From FY 2011 through FY 2013, IRD experienced considerable backlog in investigating cases. Consequently, majority of the DON investigations were untimely. To raise the DON's compliance and mitigate damages and sanctions, the Deputy Assistant Secretary of the Navy (Civilian Human Resources) or DASN (CHR) authorized some flexibilities. Commands have been approved to use contract investigators and reemployed annuitants to conduct investigations. Current data show that the use of contract investigators was one of the contributing factors in raising the commands' compliance to investigation requirements. The DON leadership demonstrated its commitment to a more timely and effective process by action of the DASN (CHR) authorizing in September 2014 the continuation of the flexibilities that will remain in place until otherwise rescinded. Furthermore, the DASN (CHR) personally contacted the top leadership of each command to remind them that one vital responsibility in managing an EEO Program is ensuring the complaints are processed in a timely manner. The DASN (CHR) made it clear that delay outside the DON's control does not absolve the commands from its responsibility to ensure these complaints are processed timely and required them to do everything possible to ensure complaints are carefully monitored and completed timely, and, where feasible to explore the possibility of a settlement agreement.

Chart 1 shows that for the first time in five years, the DON has gone beyond the 50% mark of timely investigations completed. At the end of FY 2014, 68% of DON investigations were processed timely.

Chart 1: Percent of Investigations Completed Timely

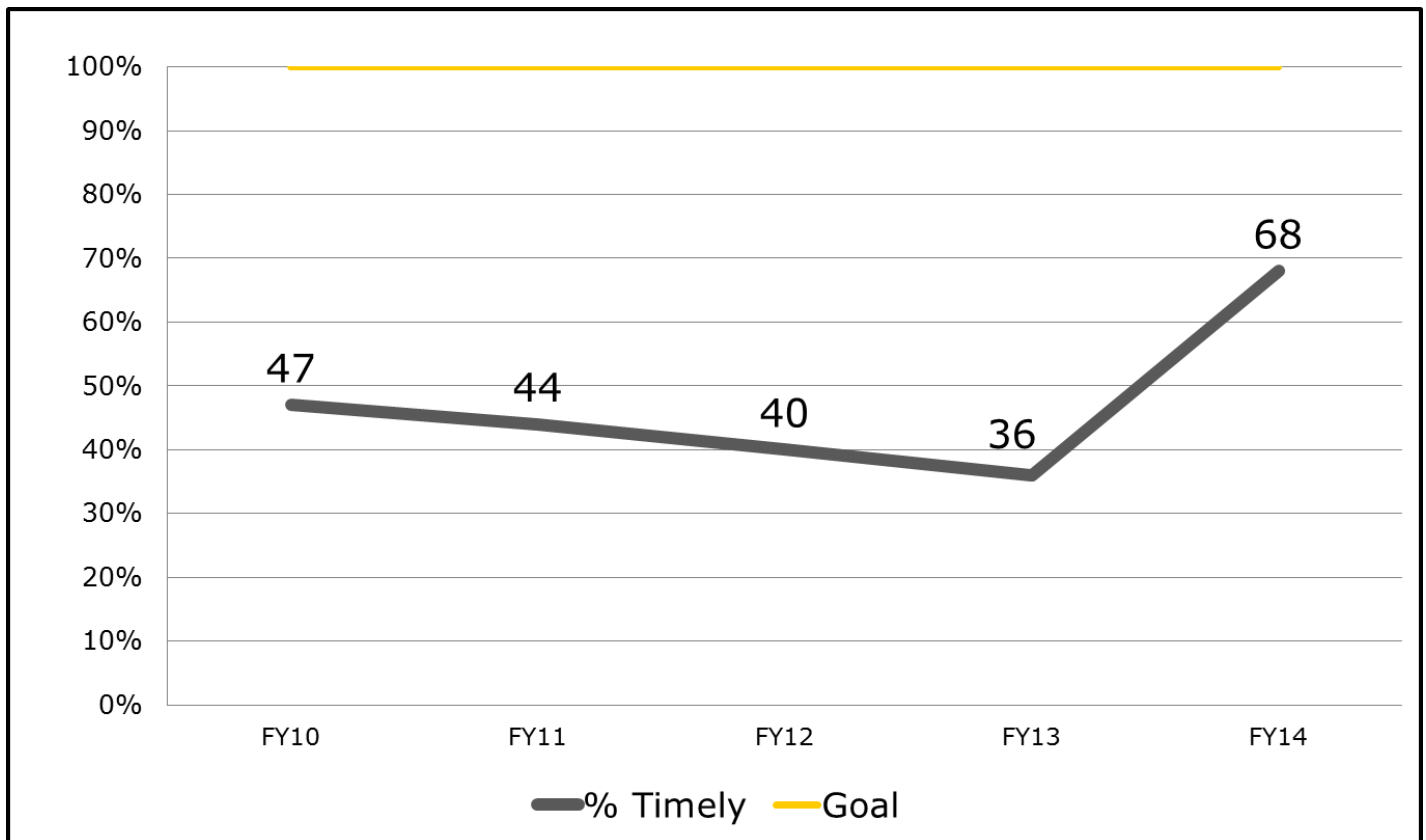
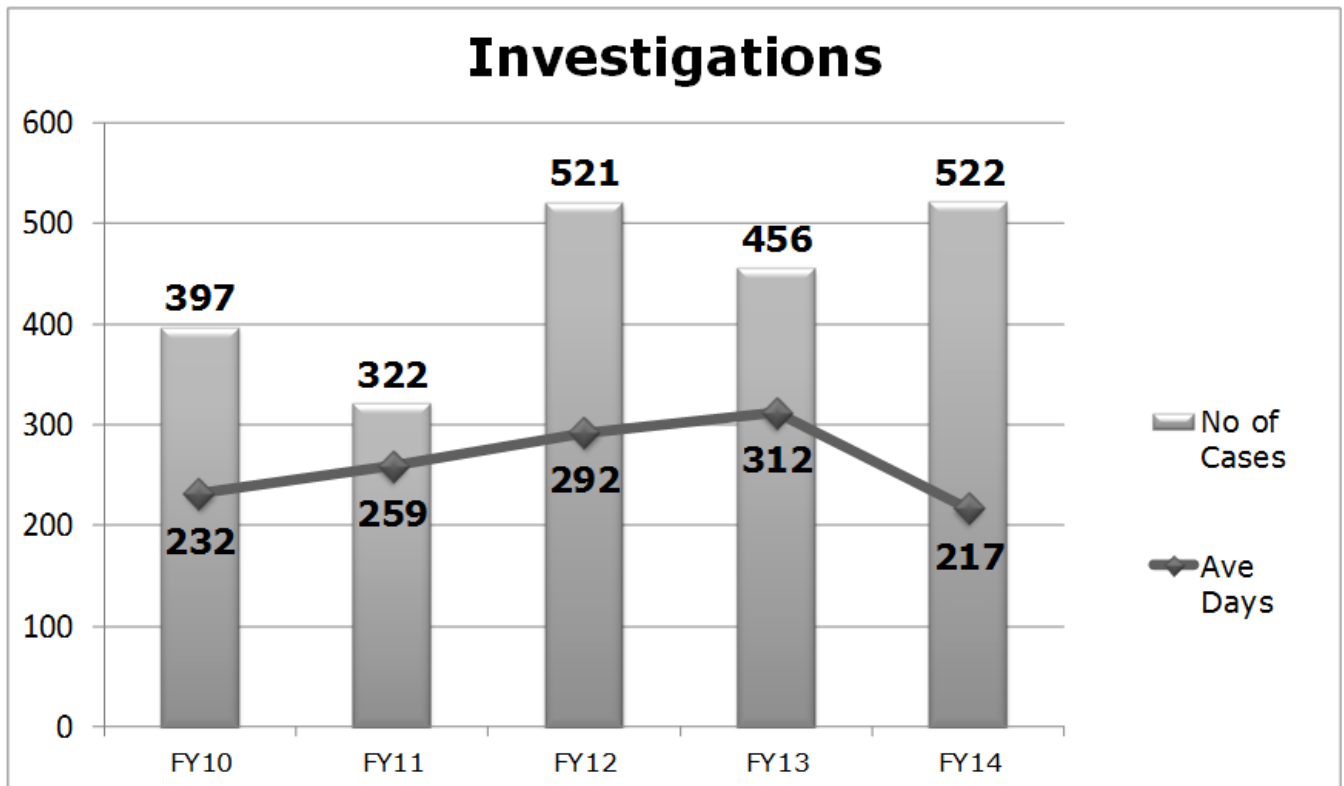


Chart 2 below shows that in FY 2014, the DON completed the 2<sup>nd</sup> most number of investigations for the last five years. However, even with the volume processed in FY 2014, the average processing days is at its lowest compared to the last four reporting period, a good indication the DON is on track towards raising compliance.

**Chart 2: Average Processing Days and Number of Investigations Completed**



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.

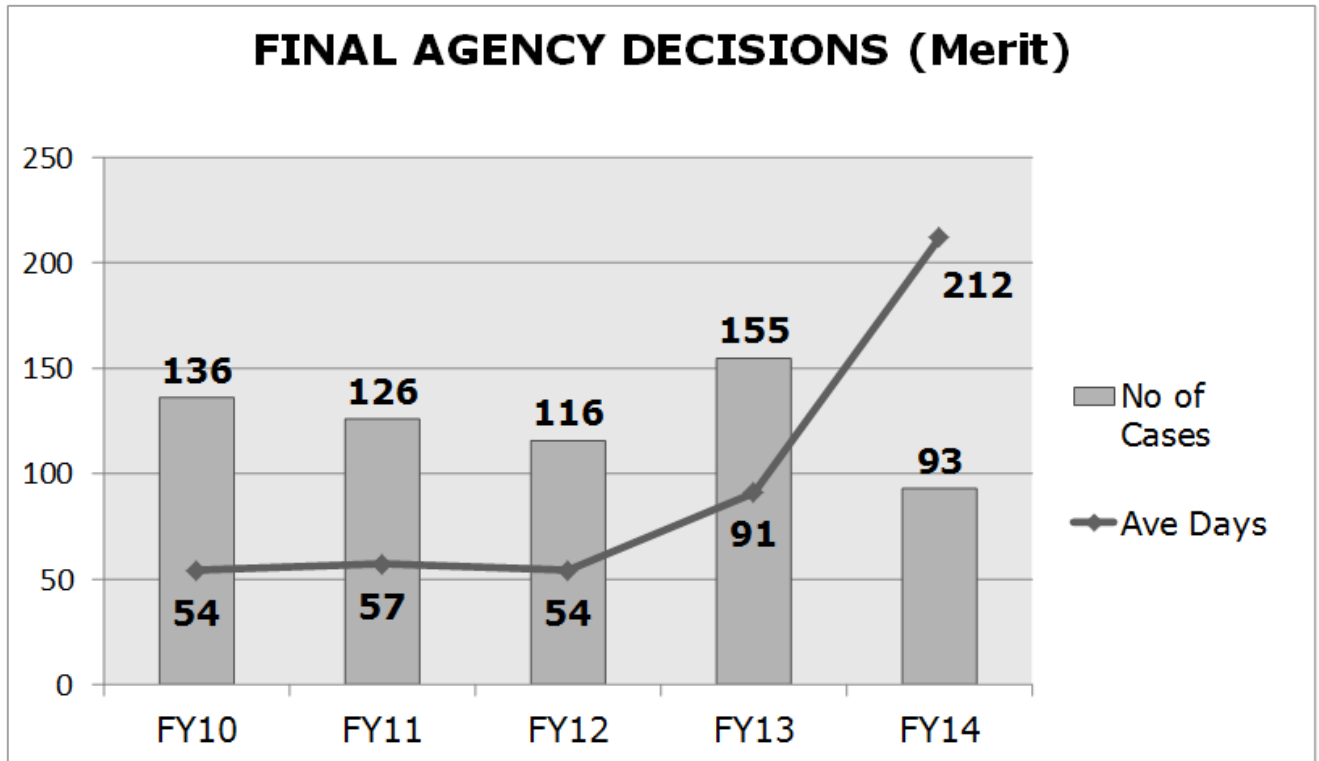
#### Final Agency Decision

Another area of concern in FY 2013 and FY 2014 was the issuance of Final Agency Decisions (FAD). As previously reported, the DON lost two experienced FAD Analysts due to retirement. The hard freeze and sequestration prevented the DON from backfilling these two positions. This resulted in only two experienced FAD Analysts onboard in FY 2013 compared to four in previous fiscal years.

Chart 3 below illustrates the challenge the DON experienced in FY 2013 and FY 2014. However, it also demonstrates that with appropriate resources, the DON is compliant with the regulatory requirements. From FY 2010 through FY 2012, the DON's average processing days was well below the 60-day regulatory requirement and the DON was able to timely process all FAD requests received.

Consequently, the main goal in the FAD area for FY 2014 was to secure resources to resolve the significant backlog and work on current FADs timely. At the beginning of FY 2014, the DON brought onboard one full time and two reemployed annuitant FAD Analysts. Before the end of FY 2014, the DON authorized the hire of another one full time FAD Analyst and approved to contract out 117 overdue cases. With the resources in place, the DON is confident that timeliness in this area will significantly improve in the years ahead.

Chart 3: Average Processing Days and Number of FADs Issued



Precomplaint Processing

Table 1: Status of Processing by Fiscal Year

	FY 10	FY 11	FY 12	FY13	FY 14
<b>% ADR Offered in Pre-Complaint Matters</b>	100	76**	100	100	100
<b>% Participation in ADR in pre-complaint phase</b>	50	54	51	51	45
<b>% Timely Held Counselings (within 30 days or 90 days w/extension or ADR)</b>	86	88	91	90	88

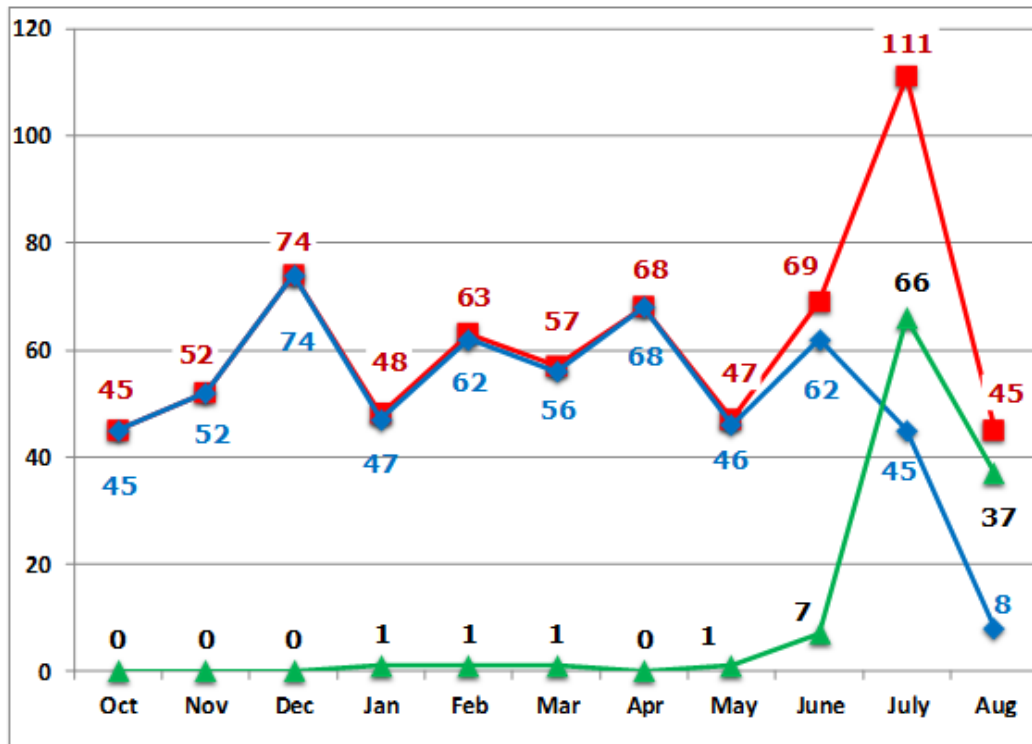
The DON requires commands to justify or provide a reason if a management official decline ADR. Consequently, management officials participate when complainant chose to avail with ADR. In addition, the DON has been conducting training to supervisors and managers on the benefits of ADR. Table 1 above shows 100% offer to complainants to utilize ADR at the precomplaint stage. However, there is a noticeable decrease in complainants' participation in FY 2014. Furthermore, on average, 50% of complainants declined ADR.

In FY 2014, there was a decline in timely held counselings. The DON will continue to include precomplaint processing in our FY 2015 plan to bring the DON into compliance in this area.

**Working Group – Complaint Processing Efficiencies**

Another significant contributing factor to the improvements in timely investigation in FY 2014 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. The areas tracked included complaints filed monthly and if these were processed within 30 days. A case was considered processed if it was either dismissed; withdrawn/settled and closed; or, accepted and submitted for investigation. Furthermore, status of investigation of cases was also monitored as well submission of case files to Equal Employment Opportunity Commission (EEOC) Administrative Judge (AJ) when complainant chose to go to hearing. We will continue using the Working Group in analyzing trends and issues at the command/activity levels to assure a positive impact on the overall timeliness of DON complaints processing.

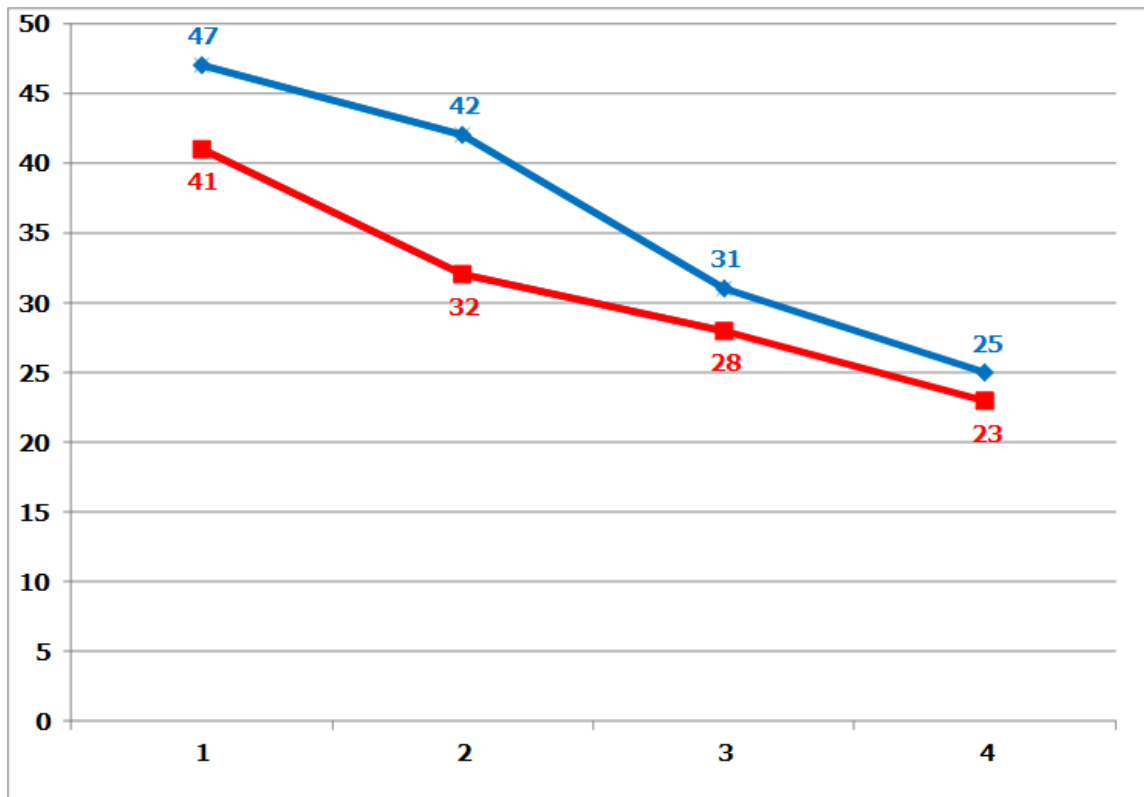
**Chart 4: Monthly Formals Filed & Status of Processing at the end of 30 Days**



Month	Filed	Processed*	Pending
Oct	45	45	0
Nov	52	52	0
Dec	74	74	0
Jan	48	47	1
Feb	63	62	1
Mar	57	56	1
Apr	68	68	0
May	47	46	1
June	69	62	7
July	111	45	66
Aug	45	8	37
<b>Total</b>	<b>679</b>	<b>522</b>	<b>121</b>

- Processed – accepted or dismissed or settled or withdrawn**
- Pending – formal complaints not accepted or dismissed or withdrawn or settled**
  - **34 cases pending in August are still within 30-day timeframe.**

**Chart 5: Average Processing Days Accept/Dismiss and Request for Investigation**



Qtr	Accept/Dismiss	Request for Investigation
1	41	47
2	32	42
3	28	31
4	23	25
<b>Total</b>	<b>33</b>	<b>38</b>

**Goal: 30 days (both accept/dismiss and request for investigation)**

**Scorecard**

The DON established the criteria contained in Table 2 to monitor compliance to regulatory processing requirements and hold servicing office accountable for timely process. 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 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.

The DON gave the commands feedback on the status of their FY 2013 processing. The discussion included tools they need to improve their timeliness and quality of processing. The DON through the Working Group on Complaints Efficiencies ensured critical and ongoing advice and guidance throughout FY 2014 to correct the DON’s deficiencies in complaints processing.

**Table 2: Criteria for Timely Processing**

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
Investigation end	180 from formal complaint received or 270 with extension	= < 180/270	> 180/270

**Table 3: FY 2014 Scorecard by Command**

FY 2014	Informal Process		Formal Process		
	Counseling	Counselor Report	Accept or Dismiss	Request for INV	Completed Investigations
DON	89%(1393/1573)	56%(374/667)	57% (422/739)	48% (255/531) ↑	72% (255/355) ↑
NV11 - CNO	100% (18/18) ↑	53%(8/15)	100%(14/14) ↑	87%(13/15) ↑	85%(11/13) ↑
NV12 - DONAA	93%(39/42)	54%(13/24) ↑	74% (17/23) ↑	65%(15/23) ↑	86%(12/14) ↑
NV14 - ONR	100%(5/5)	0	0	0%(0/1)	0
NV15 - ONI	93% (13/15)	25%(1/4) ↑	75% (6/8) ↑	75%(3/4) ↑	50%(1/2) ↑
NV18 - BUMED	94% (93/99) ↑	69%(27/39) ↑	76% (34/45) ↑	69%(25/36) ↑	83%(19/23) ↑
NV19 - NAVAIR	95% (131/138)	82%(62/76)	73% (60/82)	63%(44/70)	58%(31/53) ↑
NV22 - BUPERS	77% (20/26)	29%(2/7)	100%(9/9) ↑	100%(6/6) ↑	75% (3/4)
NV23 - NAVSUP	70% (64/92)	54%(14/26) ↑	45%(14/31)	17%(4/24) ↑	62%(10/16) ↑
NV24 - NAVSEA	93% (100/108)	92% (61/66) ↑	81% (53/65)	44% (24/54) ↑	77% (31/40) ↑
NV25 - NAVFAC	70% (78/111)	25% (13/51)	29% (18/61)	14% (6/44)	63% (17/27) ↑
NV27 - USMC	88% (305/348) ↑	33% (56/167)	24% (44/184)	41% (27/66)	81% (39/48) ↑
NV30 - SSP	67% (6/9) ↑	0% (0/5)	50% (2/4)	25% (1/4)	60% (3/5) ↑
NV33 - MSC	98% (49/50)	61% (11/18)	82% (18/22) ↑	65%(11/17) ↑	70% (7/10) ↑
NV39 - SPAWAR	69% (27/39)	43% (3/7) ↑	44% (7/16) ↑	8% (1/12)	20% (1/5)
NV52 - CNIC	91%(147/162) ↑	60% (40/67) ↑	61% (43/70) ↑	34% (19/56)	63% (26/41) ↑
NV55 - CYBER	50%(4/8)	0	0	0	0
NV60 - FLTFRCS	93%(143/153)	55% (31/56)	69% (38/55)	52% (27/52) ↑	82% (23/28) ↑
NV70 - PACFLT	100%(131/131) ↑	83%(29/35)	89%(42/47) ↑	60% (26/43)	90% (18/20) ↑
NV72 - RESERVES	100%(2/2)	100% (1/1) ↑	100%(1/1)	100% (1/1) ↑	0% (0/1)
NV74 - SPECWAR	100%(4/4) ↑	0	0	0	0
NV76 - NETC	100%(13/13) ↑	67% (2/3) ↑	100% (2/2) ↑	67% (2/3) ↑	60% (3/5) ↑

Table 3 above shows improvement in the areas being measured in FY 2014 which positively impacted the DON's overall processing. Percent of cases timely investigated is the area of most significant improvement. 15 commands increased the timeliness of investigation. Of the remaining 6 commands, only 3 did not show improvement, the other 3 commands did not process investigations during this reporting period.

### Developing EEO (0260) Community Competencies

Critical to progress in the overall DON complaints program is bridging the competency gaps within the 0260 community. For this reason, the DON deployed training and information meetings on a regular basis in FY 2014. 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
- 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

### Continued Collaboration between the DON, IRD and EEOC

In FY 2014, the DON continued to collaborate with IRD on improving investigation. The DON established regular participation from IRD staff in the DON's DCO/teleconference training to discuss concerns, issues and changes to IRD's processes. IRD continued to provide the DON with monthly IRD reports on the status of cases pending at IRD. Instead of waiting for months, this allowed the DON to resolve deficiencies, within days instead of months, between what was pending at IRD and what was reported in the DON complaints database. The previous delay in resolution of these deficiencies definitely contributed to the untimely processing of cases.

The DON continued to request and received a report on pending cases at hearing from EEOC Administrative Judges (AJ) offices. This action was critical in ensuring cases pending at AJ level corresponds to the DON's inventory and ensured resolution was immediate, if deficiencies were found. The DON also worked with EEOC Office of Federal Operations (OFO) on appeal and compliance cases. This effort was vital to responding to OFO's additional requests for missing information or documents immediately and avoid Show Cause Orders or default judgment against the DON.

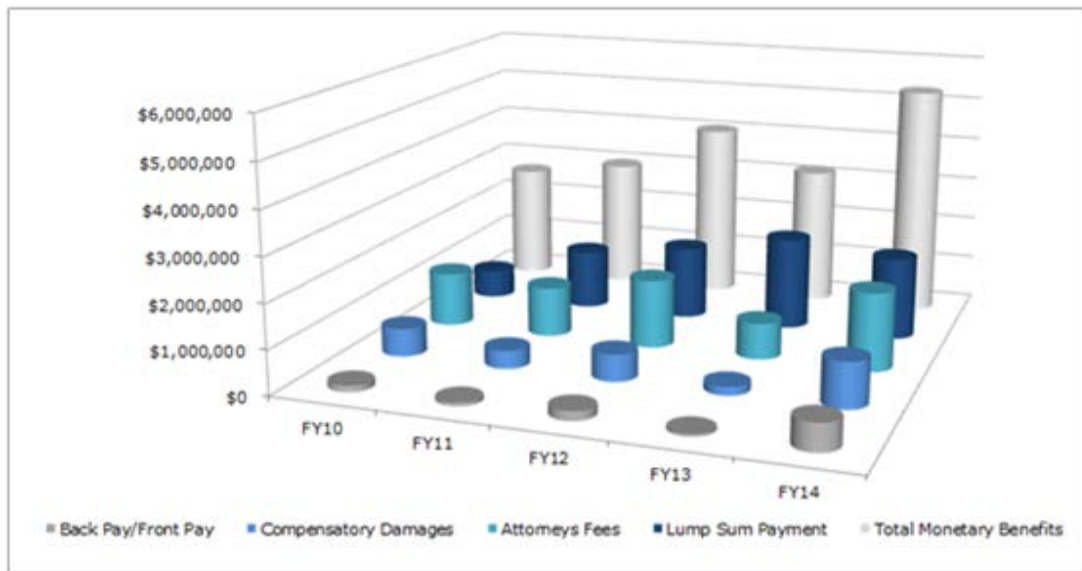
### DON Complaints

Table 4 shows that non-sexual harassment continues to be the most prevalent claim within the DON for the last three fiscal years. Although the current DON policy pertains 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 employee raises this allegation through the EEO process, employee is advised of the command/activity's responsibility to conduct management inquiry, which is a separate process that runs simultaneous to the processing of the EEO complaint. A draft Anti-Harassment policy is currently under review. The goal is to officially establish a separate program and process for claims of non-sexual harassment or all harassment allegations. Definitely a clear demonstration of the DON's commitment to a working environment free from harassment and ensures the DON provides a place where all groups have the ability to realize their full potential and participate fully in all employment processes.

**Table 4: Most Prevalent Bases and Issues**

FY 2012	FY 2013	FY 2014
<b>Bases</b>	<b>Bases</b>	<b>Bases</b>
• Reprisal	• Reprisal	• Reprisal
• Age	• Age	• Age
• Race – African American	• Race –African American	• Race – African American
• Sex - Female	• Sex - Female	• Sex - Female
• Disability - Physical	• Disability - Physical	• Disability - Physical
<b>Issues</b>	<b>Issues</b>	<b>Issues</b>
• Nonsexual Harassment	• Nonsexual Harassment	• Nonsexual Harassment
• Disciplinary Action	• Promotion/Nonselection	• Promotion/ Nonselection
• Promotion/Nonselection	• Disciplinary Action	• Appointment/Hire
• Terms/Conditions of Employment	• Assignment of Duties	• Terms/Conditions of Employment
• Termination	• Terms/Conditions of Employment	• Disciplinary Action - Reprimand

**Chart 6: Monetary Remedies**



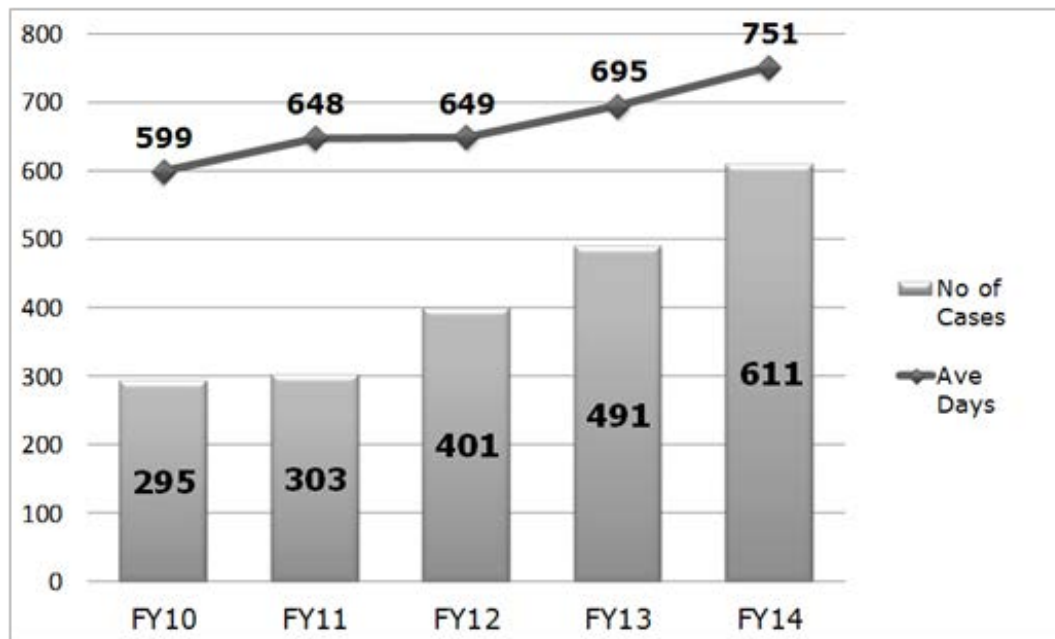
	Compensatory Damages	Attorneys Fees	Lump Sum Payment	Back Pay/Front Pay	Total Monetary Benefits
FY10	\$637,310	\$1,239,099	\$646,591	\$143,053	\$2,666,053
FY11	\$411,203	\$1,137,415	\$1,359,141	\$82,468	\$2,990,227
FY12	\$616,871	\$1,564,205	\$1,664,309	\$212,448	\$4,057,833
FY13	\$197,060	\$826,719	\$2,108,244	\$56,470	\$3,188,493
FY14	\$1,036,924	\$1,777,501	\$1,883,160	\$617,594	\$5,315,180

In FY 2014, the DON received five default judgments for untimely investigation. Three were fully implemented while two were settled. The default judgments resulted to a considerable increase in monetary remedies in the areas of compensatory damages, attorneys fees and costs and



backpay/front pay.

Chart 7: Completed Hearing



Although, the DON does not own the hearing process, there is much concern on the timeliness of hearings completed. The chart above shows that it took EEOC Administrative Judges (AJ) more than 18 months to adjudicate a case. For the last five years, DON cases completed at hearing took 600 days on average from submission of hearing request to end of hearing either by AJ dismissal, remand to agency for FAD or AJ decision on the merits.

Plans for FY 2015:

- Building the EEO (0260) community's competencies remains one of the top priority in FY 2015. Consequently, training on complaints processing and management will continue in FY 2015.
- The DON will revitalize its efforts to build an enterprise-wide EEO (260) Competency Model that will detail the skills, knowledge and experience needed for each EEO program, the level expertise required and critical training for each program element and level of execution.
- Pending upgrade to the DON Portal site, the DON Office of EEO Management will continue to provide real time guidance via email and regular meetings with EEO Practitioners.
- The DON will continue to track compliance with processing requirements and issue quarterly scorecard
- Continue the Complaints Efficiencies Working Group and establish a new working group that will review and update the DON Complaints Manual to ensure guidance responds to current and new challenges in complaints processing.

There is still a lot of work ahead of us. We will leverage today's successes and improvements to ensure we raise the DON's compliance to all complaints processing regulatory requirements.

<p>1EEOC 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><b>DEPARTMENT OF THE NAVY</b></p>		<p><b>FY 2014 PLAN H ( Policy Statements)</b></p>
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p>The DON has promulgated an Equal Employment Opportunity Program Policy through the Civilian Human Resources Manual Subchapter 1601, which state:</p> <ul style="list-style-type: none"> <li>• Equality of opportunity is recognized as an essential element of readiness and is vital in attracting, developing and retaining a top-quality workforce in order to accomplish the DON strategic mission. It is therefore DON policy to: <ul style="list-style-type: none"> <li>(1) Ensure EEO is fully integrated into the DON mission with demonstrated commitment from leadership at all levels;</li> <li>(2) Provide equal opportunity in employment for all employees and applicants through clearly defined Human Resources (HR) and EEO policies and programs;</li> <li>(3) Prohibit and proactively prevent discrimination in employment because of race, color, religion, sex, national origin, age or disability; and prohibit acts of reprisal against persons presenting or processing allegations of discrimination;</li> <li>(4) Ensure that managers and supervisors share responsibility with EEO and HR personnel for successful policy and program implementation; and</li> <li>(5) Promote the full realization of equal employment opportunity through continuing affirmative programs that are efficient, responsive and legally compliant;</li> </ul> </li> <li>• DON will develop, implement, and annually assess the EEO Program</li> </ul> <p>This policy was not issued in the form of an annual EEO Policy Statement and has not been re-issued annually by the Secretary of the Navy.</p> <p>However, DON commands are required and have been in compliance with the requirement to issue, and re-issue annually, EEO policy statements that demonstrate command commitment to establishing and maintaining a model EEO Program. The DON is an organization of over 245, 000 employees and comprised of 21 major commands with over 1500 subordinate activities. Due to the unique organizational structure and size of the DON, the Secretary of the Navy (SECNAV) delegates the EEO Program responsibility to the Assistant Secretary of the Navy (Manpower &amp; Reserve Affairs) who further delegates to the Chief of Naval Operations, Commandant of the Marine Corps, Assistant for Administration USN, and Heads of Echelon 2 Commands to ensure effective execution and management of the EEO Program. As stated above and following DON Office of EEO Program Management, Commands are required and are in compliance with issuing updated EEO policies on an annual basis.</p> <p><u>Essential Element A</u>: Demonstrated Commitment From Agency Leadership</p> <ul style="list-style-type: none"> <li>• <i>A DON EEO policy statement signed by the Secretary of the Navy has not</i></li> </ul>	

	<p><i>been re-issued annually.</i></p> <p><u>Essential Element A: Proactive Prevention</u></p> <ul style="list-style-type: none"> <li>A DON Anti-harassment policy statement <i>signed by the Secretary of the Navy</i> has not been issued.</li> </ul>	
OBJECTIVES:	<ul style="list-style-type: none"> <li>Issue and disseminate a DON EEO Policy Statement and a DON Anti-harassment Policy Statement signed by the Secretary of the Navy.</li> </ul>	
RESPONSIBLE OFFICIAL:	Secretary of the Navy, Assistant Secretary of the Navy (Manpower and Reserve Affairs), Deputy Assistant Secretary of the Navy (Civilian Human Resources), Director Office of Civilian Human Resources, Director HR Policy & Program Department, Department of the Navy EEO Office,	
DATE OBJECTIVE INITIATED:	January 2014	
TARGET DATE FOR COMPLETION OF OBJECTIVES:	September 2014	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:	TARGET DATE (Must be specific)	
<ul style="list-style-type: none"> <li>Draft an EEO Policy Statement and Anti-harassment Policy Statement</li> </ul> <p>An EEO Policy Statement was drafted, signed by Secretary Mabus and deployed to the workforce.</p> <p>In addition, an EEO SECNAV instruction and an Anti-harassment SECNAV instruction were started in FY14. While policy statements are important annual reminders of the commitment of leadership, instructions are more detailed and are perceived to carry more weight. The instructions will be completed in FY15.</p> <p>Per the 7 May 2014 meeting with EEOC representatives and the associated letter of 24 September 2014, the DON started a fresh with writing the Anti-Harassment SECNAV and is basing it on EEOC guidance found in the EEOC report, <i>Model EEO Programs Must Have an Effective Anti-Harassment Program</i>, inclusive of the list of elements found on page 3 of the 24 SEP letter. In addition the DON is investigating the possibility of using a partitioned segment of iComplaints as a centralized repository for both civilian and military harassment complaints, thereby providing insight into the total force picture.</p> <p>The major Commands disseminate an anti-harassment policy from their Commander with procedures annually. These are posted on bulletin boards and websites. When the DON SECNAV instruction is signed, all command policies will align to the DON's.</p>	March 1 2014 (DON EEO Office)	

<ul style="list-style-type: none"> <li>• Coordinate and route policies through the SECNAV signature process</li> </ul> <p>EEO Policy Statement was routed through SECNAV signature process but the approval process took longer than anticipated.</p> <p>SECNAV instructions for EEO and Anti-harassment will be coordinated and routed through the SECNAV signature process in FY15. Routing began in FY14 for the EEO SECNAV Instruction.</p>	<p>July 30 2014</p>
<ul style="list-style-type: none"> <li>• Obtain SECNAV signature on both policies</li> </ul> <p>SECNAV signed the policy statement early in FY15.</p> <p>EEO and Anti-harassment SECNAV instructions should be signed in FY15</p>	<p>Aug 30 2014</p>
<ul style="list-style-type: none"> <li>• Disseminate policies to DON workforce</li> </ul> <p>SECNAV policy statement distributed early in FY15.</p> <p>EEO and Anti-harassment SECNAV instructions will be disseminated to the DON workforce once they are signed.</p>	<p>September 30 2014</p>

<p>1EEOC 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><b>DEPARTMENT OF THE NAVY</b></p>		<p><b>FY 2014 PLAN H (Employment Program Review)</b></p>
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p>The FY 2012 DON self-assessment showed that majority of commands were able to establish a schedule to review employment programs and identified appropriate stakeholders responsible for this effort, but only a few commands were able to initiate these reviews and report results in FY 2012. The DON also found that commands did not have a good grasp of the full intent of the requirement to review employment policies, practices, and procedures. Most of the commands believed a review of the instructions was sufficient to understand whether there were issues impacting progress of groups.</p> <p>At the DON-level, a working group was established, led by a DON-level specialist, with participation from commands, chartered to establish procedures on how to do the review, the extent and intent of the review and other requirements, including reporting results. Due to the challenges in FY 2013, the group was not able to fully execute the established plan of action but will continue to meet and conduct the required analysis moving into FY 2014.</p> <p>Nine commands (NV24, NV30, NV33, NV39, NV52, NV60, NV70, NV74 and NV76) were able to continue their efforts to examine employment programs to determine if there are systemic barriers that prevent all groups, including Individuals with Targeted Disabilities (IWTD) full participation in the DON workforce. Detailed information is provided in the Accomplishments section of the DON FY 2013 Plan H (New Service Delivery)</p> <p><u>Essential Element C: Management and Program Accountability</u></p> <ul style="list-style-type: none"> <li>• Due to the environmental challenges of 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. However, time-tables or schedules have been established by the majority of commands to review their systemic barriers that may be impeding full participation in promotion opportunities by all groups.</li> </ul>	
<p>OBJECTIVES:</p>	<ul style="list-style-type: none"> <li>• Ensure commands understand the intent of the requirement to review employment practices, policies, and procedures, and ensure commands have the skills to conduct an appropriate review.</li> </ul>	
<p>RESPONSIBLE OFFICIAL:</p>	<p>DON Office of EEO &amp; Diversity Management Program Director and staff, Command Deputy EEO Officers (CDEEEO), Deputy EEO Officers (DEEEO), 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>January 2014</p>	

TARGET DATE FOR COMPLETION OF OBJECTIVES:	September 2014	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:	TARGET DATE (Must be specific)	
<ul style="list-style-type: none"> <li>• Continue the Working Group to examine and share best practices related to the examination of policies/practices/procedures and establish procedures on how to do the review, the extent and intent of the review and other requirements.</li> </ul> <p>The employee leading the policies, practices and procedures working group retired and the group had no leadership from early in FY14 until late in FY14 when a replacement onboarded. The group of 20 EEO specialists met and decided to begin with a review of the policies, practices and procedures for developmental programs as its initial project for two reasons. First, data collection on developmental programs is made difficult because there is no consistent definition of a developmental program across the DON. Second, a better understanding of the policies, practices and procedures associated with developmental programs at the command-level may shed some light on potential barriers for employees in the high grade pipeline. A charter for the group was initiated but not finalized in FY14.</p>	<p>September 30 2014</p> <p>Initiated in FY14.</p> <p>See FY15 Part H on Policies, Practices and Procedures</p>	
<ul style="list-style-type: none"> <li>• Commands will review policies, practices and procedures in place.</li> </ul> <p>Per the explanation above, the employee who was leading the working group retired early in FY14. She was not replaced until late in FY14. Review was conducted by some commands but not by all.</p>	<p>September 30 2014</p> <p>Initiated in FY14.</p>	
<ul style="list-style-type: none"> <li>• Commands will report the results of review. At the minimum the following information should be included in the status report: <ul style="list-style-type: none"> <li>○ Documents reviewed</li> <li>○ Stakeholders involved/interviewed in this effort</li> <li>○ Mechanisms utilized to determine/confirm compliance and consistency of application</li> <li>○ 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.</li> </ul> </li> </ul> <p>As the working group starts meeting on a regular basis in FY15, these will be included in the results of the review, both at the command level and at the DON level. The new AEP manager is taking a somewhat different tact than had been started in FY14. Please see the FY15 Part H on Policies, Practices and Procedures.</p>	<p>November 21 2014</p> <p>Initiated in FY14.</p> <p>See FY15 Part H on Policies, Practices and Procedures</p>	

**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PART H (FY15)**  
**PLANS TO CORRECT**



<p align="center"><b>EEOC FORM 715-01 PART H</b></p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>	
<p><b>DEPARTMENT OF THE NAVY</b></p>		<p><b>FY 2015 PLAN H (Complaints)</b></p>
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p><u>Essential Element E: Efficiency</u></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<p>OBJECTIVES:</p>	<ul style="list-style-type: none"> <li>• Complaints Processing <ul style="list-style-type: none"> <li>○ <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.</li> <li>○ <u>Formal Complaint Processing</u> – Ensure that, at a minimum, 90% of formal cases are processed in accordance with all regulatory requirements.</li> </ul> </li> </ul>	
<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><b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:</b></p>		<p><b>TARGET DATE</b> (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"> <li>• 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.</li> <li>• To raise the DON's compliance in formal processing, especially in investigation, the following areas will be included in the command's Scorecard:</li> </ul>		<p>September 2015 (specific action officers identified with individual planned activities)</p>



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, DEEOO, 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 DCOs.

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

<ul style="list-style-type: none"> <li>• 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.</li> <li>• Establish a standard DON performance objective for all DON EEO Practitioners that will ensure efficiency and quality of processing across the enterprise.</li> </ul> <p><u>Action:</u> DON Office of EEO Management, CDEEOOs, DEEOO, EEO practitioners, Agency Representatives at the command/activity levels</p>	
<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"> <li>• DON Office of EEO Management staff will attend regularly scheduled customer meeting with IRD to discuss current processing and plans to further improve timeliness.</li> <li>• Continue to engage IRD staff during the DON's weekly/monthly complaints DCO to discuss areas of concern and ways to improve</li> <li>• Continue monthly IRD report and ensure commands and IRD resolve deficiencies within a week of discovery</li> </ul> <p><u>Action:</u> DON Office of EEO Management</p>	
<p><b>REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:</b></p>	

<p align="center"><b>EEOC FORM 715-01 PART H</b></p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>	
<p><b>DEPARTMENT OF THE NAVY</b></p>		<p><b>FY 2015 PLAN H (Integration and Alignment of DVAAP, FEORP &amp; MD-715)</b></p>
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p><u>Essential Element C: Management and Program Accountability</u></p> <ul style="list-style-type: none"> <li>• 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.)”</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• At both the DON and Command levels, the EEO offices assist HR (Career Development, Recruitment, 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.</li> <li>• Beyond the DVAAP, FEORP and MD-715, there are other reports like 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</li> </ul>	
<p>OBJECTIVES:</p>	<ul style="list-style-type: none"> <li>• 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 through the creation of common plans, common messaging and common measures of accountability in order to enable the DON to achieve its goals for equality of opportunity and inclusion through collaboration <ul style="list-style-type: none"> <li>○ 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.</li> <li>○ 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</li> </ul> </li> </ul>	

	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 Management 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)
<ul style="list-style-type: none"> <li>○ Conduct initial meeting with stakeholders followed by regular drumbeat of meetings to assure integration <ul style="list-style-type: none"> <li>▪ Determine information to be gathered and make assignments</li> </ul> </li> </ul>	28 February 2015
<ul style="list-style-type: none"> <li>○ Develop an overarching plan with POA&amp;M for alignment of reports <ul style="list-style-type: none"> <li>▪ Assess and define needs across reports and identify common needs</li> <li>▪ Review specific objectives of plans for FY15 and define requirements (short-term)</li> <li>▪ Assign a lead and team members for each report area</li> <li>▪ Develop standard data call questions and timeframes for data collection from commands</li> <li>▪ Develop plan for data consolidation and matrixes of written input</li> <li>▪ Establish measures of success for FY15</li> <li>▪ Develop strategic initiatives for FY16</li> </ul> </li> </ul>	31 May 2015
<ul style="list-style-type: none"> <li>○ Develop overarching plan for triangulation of climate surveys <ul style="list-style-type: none"> <li>▪ Gather information on timelines and report results</li> <li>▪ Establish quarterly meetings with MEO for DEOCS results</li> <li>▪ Baseline responses to DEOCs and FEVS</li> <li>▪ Review past FEORP, DVAAP and MD-715 reports to develop standard DON questions for future DEOCS</li> </ul> </li> </ul>	31 May 2015
<ul style="list-style-type: none"> <li>○ Implement POA &amp; M to complete FY15 reports with common process</li> </ul>	30 September 2015
<ul style="list-style-type: none"> <li>○</li> </ul>	

<b>1EEOC FORM 715-01 PART H</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>DEPARTMENT OF THE NAVY</b>		<b>FY 2015 PLAN H (Review of Employment Policies, Procedures and Practices)</b>
<b>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</b>	<b>Essential Element C: Management and Program Accountability</b> <ul style="list-style-type: none"> <li>• Due to the environmental challenges of 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</li> </ul>	
<b>OBJECTIVES:</b>	<ul style="list-style-type: none"> <li>• Ensure commands understand the need to review employment policies, procedures, and practices. Provide the appropriate stakeholders with the tools to conduct an appropriate review.</li> </ul>	
<b>RESPONSIBLE OFFICIAL:</b>	DON Office of EEO Management 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.	
<b>DATE OBJECTIVE INITIATED:</b>	October 2014	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVES:</b>	September 2015	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVES:</b>		<b>TARGET DATE (Must be specific)</b>
<ul style="list-style-type: none"> <li>• 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: <ul style="list-style-type: none"> <li>○ Documents reviewed</li> <li>○ Stakeholders involved/interviewed in this effort</li> <li>○ Mechanisms utilized to determine/confirm compliance and consistency of application</li> <li>○ 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.</li> </ul> </li> </ul>		September 30, 2015
<ul style="list-style-type: none"> <li>• Civilian Workforce Development/Career Development <ul style="list-style-type: none"> <li>○ All commands will determine the developmental programs used by their workforce and track ERIG/Disability applicants and selectees (include GS equivalency in tracking)</li> <li>○ Working group will collaborate with CDWW and Command Career</li> </ul> </li> </ul>		September 30, 2015

<p>Development offices to set up common data collection on mentoring participation (mentors and mentees) by ERIG/disability with GS equivalency</p>	
<ul style="list-style-type: none"> <li>• Merit Promotion <ul style="list-style-type: none"> <li>○ Working group will review merit promotion guidance and investigate interview process <ul style="list-style-type: none"> <li>▪ Use of panels (what grades)?</li> <li>▪ EEO &amp; Merit principles training?</li> <li>▪ Cross-Cultural Communication training?</li> <li>▪ Disability Etiquette training</li> <li>▪ Diversity requires on panels?</li> <li>▪ Common questions and assessment across command for entry-level positions?</li> </ul> </li> </ul> </li> </ul>	<p>September 30, 2015</p>
<ul style="list-style-type: none"> <li>• Awards <ul style="list-style-type: none"> <li>○ Working group will collaborate with D&amp;I to collect successful award nominations from major commands to cull commonalities on best practices</li> <li>○ 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</li> </ul> </li> </ul>	<p>September 30 2015</p>

**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PART I (FY14)**  
**ACCOMPLISHMENTS**



**Department of the Navy**

**FY 2014 Plan I**

**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?

At the end of FY 2013, the Department of the Navy (DON) had a diverse workforce of 243,926 civilians. Of those, 191,214 were permanent Appropriate Fund (AF) employees, 4,361 were temporary AF and 48,147 were Non-Appropriated (NAF) employees. Of the overall DON workforce, 204 did not identify their race or claimed "other" as 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: DON Workforce Groups with Low Participation Rates

RNO	Gender	2010	2011	2012	2013	2010 CLF
Hispanic	Male	3.35%	3.39%	3.50%	3.61%	5.20%
	Female	2.63%	2.61%	2.68%	2.79%	4.80%
White	Female	20.41%	19.96%	19.58%	19.62%	34.00%

**AF Analysis:** When only the DON AF workforce was compared to the NCLF, the same three groups above continue to have low participation rates. In addition, Black Females are also showing as below the NCLF.

Table 2: AF Workforce Groups with Low Participation Rates

RNO	Gender	2010	2011	2012	2013	2010 CLF
Hispanic	Male	3.25%	3.31%	3.44%	3.60%	5.20%
	Female	1.62%	1.64%	1.70%	1.71%	4.80%
White	Female	18.68%	18.38%	17.91%	17.56%	34.00%
Black	Female	5.61%	5.46%	5.42%	5.47%	6.60%

**NAF Analysis:** There is a huge difference between the NAF and AF workforce. Hispanic Females and Black Females are well represented while White Males are showing as significantly below the NCLF. Hispanic Males and White Females continue to have low participation rates when compared to the NCLF.



Table 3: NAF Workforce Groups with Low Participation Rates

RNO	Gender	2010	2011	2012	2013	2010 CLF
Hispanic	Male	3.83%	3.74%	3.75%	3.66%	5.20%
	Female	7.08%	7.02%	7.09%	7.22%	4.80%
White	Male	16.86%	16.44%	16.42%	16.23%	38.00%
	Female	27.31%	27.21%	27.08%	27.99%	34.00%
Black	Female	13.08%	13.00%	13.12%	13.18%	6.60%

The participation of individuals with targeted disabilities (IWTG) in the DON workforce went up by 0.01% from FY 2012 to FY 2013, which is a change from the downward trend from previous years. At the end of FY 2013, 0.64% of the DON population were individuals who self-identified as having a targeted disability. However, the DON continued to be below the 2% goal for IWTG.

Table 4: DON Workforce by Disability

Workforce	Beginning of FY 2013		End of FY 2013		Net Change	
	#	%	#	%	#	Rate of Change
Total Work Force	246,457	100%	243,926	100 %	- 2531	-1.03%
Reportable Disability	15,059	6.11%	17,006	6.97%	1,947	12.93%
Targeted Disability*	1,559	0.63%	1,550	0.64%	-9	-0.58%

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

As previously reported Funding for the AF and NAF employees comes from two separate allocations. The AF employees are paid from funds that are appropriated by Congress. NAF employees are paid from revenue generated from services provided by the Morale, Welfare, and Recreation (MWR), Marine Corps Community Services (MCCS) and Navy Exchange (NEX) onboard Navy and Marine Corps installations all over the world. Three of the 21 DON major commands have NAF subordinate activities: NV52-Commander, Navy Installations Command has the MWR; NV27-U.S. Marine Corps has the MCCS; and NV23-Naval Supply Systems Command has the NEX. Furthermore, AF and NAF employees are governed by different sets of employment policies, practices and procedures. Therefore, it is appropriate for the DON to conduct a separate analysis on AF and NAF workforce. The DON required those commands with NAF activities to analyze their NAF and AF workforce separately and include this effort as an FY 2013 planned activity. However, due to furloughs, hard freeze and transition to the new service delivery, these commands were not able to fully execute their FY 2013 plans. They will continue this effort and results of the analysis will be included in the DON's FY 2014 assessment.

A review of the DON major commands' workforce profiles confirms similar trends as reported above. All 21 major commands showing a participation rate of their AF workforce below the NCLF for Hispanic Males, Females and White Females. The same is true with the NAF workforce. All three major commands that have NAF employees demonstrate low participation of Hispanic Males, White Males and White Females. 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 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 Educational Technician, Recreation Aid, Sales Store Clerical and Custodial Worker series. Again, this demonstrates how vastly different AF and NAF workforce are, requiring separate more 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 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 skills now resident in commands. In FY14, 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

	<p>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/Diversity program across DON.</p> <p>For a more detailed information on the DON's FY 2013 AF analysis on all the triggers mentioned above, refer to FY 2013 PART I, FY 2013 PART J and PART E Attachment (Workforce Analysis).</p>
<p><b>STATEMENT OF IDENTIFIED BARRIER:</b> 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 2014.</p>
<p><b>OBJECTIVE:</b> 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"> <li>• 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.</li> <li>• 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.</li> </ul>
<p><b>RESPONSIBLE OFFICIAL:</b></p>	<p>DON Office of EEO &amp; Diversity Management Program Director &amp; 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) Transition Team</p>
<p><b>DATE OBJECTIVE INITIATED:</b></p>	<p>October 2013</p>
<p><b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b></p>	<p>September 2014</p>
<p><b>EEOC FORM 715-01 PART I</b></p>	<p><b>EEO Plan To Eliminate Identified Barrier</b></p>
<p><b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b></p>	<p><b>TARGET DATE (Must be specific)</b></p>

*Note: In addition to the furloughs and hiring freeze, barrier analysis efforts in FY 2013 was further interrupted by the implementation of DON's service delivery model in May 2013. As previously reported, the new model required major restructuring of EEO program services at the command level. For many commands this resulted in a loss of the experience and knowledge necessary to conduct barrier analyses. FY 2013 was a year of "reset" and "refresh." The DON conducted multiple training to the new EEO Specialists who transitioned in May 2013 and current EEO Specialist who remained after the new service delivery transition who will help the commands execute their EEO Program objectives. The commands are at varying levels in their barrier analysis due to the differences in expertise and knowledge of the people assigned to manage their EEO Program.*

1A. In FY 2014, the commands will continue to examine and determine what factors, if any, are causing low participation rates for:

- Hispanic males
- Hispanic females
- White females
- Individuals with Targeted Disabilities (Commands should consider conducting focus groups, examining employee surveys, meet with managers and supervisors, and review exit survey results.)

1B. Commands should also look into the factors that potentially impede the advancement into the high grades and SES for:

- Asian males
- Asian females
- other groups as appropriate

If it is determined that there is no barrier at the command/activity level, an explanation of the type of review conducted, why and how the command reached this conclusion must be provided.

If the review shows there is a potential barrier, provide a detailed report on the extent of the review, why and how the command reached this conclusion.

If a barrier is found, commands must detail 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 activities and modify, if needed.

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 and Diversity Management CDEEOOs, DEEOOs, HR/EEO practitioners, Designated Command Diversity Champions and Senior Leaders/Managers

September 30, 2014

2. The DON Office of EEO & Diversity 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 & Diversity Management staff member will be assigned to guide the working group's efforts.

September 30, 2014

- A. The DON Office of EEO & Diversity Management will collaborate with the DON Program Executive 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.
- 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.
- 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.
- 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.

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

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

**Activity 1A (low participation):**

**For Hispanic Males, Hispanic Females and White Females, the lack EEO staffing challenges impacted the analysis in FY14. There is a need to continue to train EEO practitioners and others on how to take a deep dive into the data and then correlate it with other sources of information to identify barriers. As a result, the major commands and their subordinate activities – the places where analysis is most meaningful – did little analysis beyond the A & B Tables. Analysis at the level of the DON is of little value for several reasons. As was noted previously, each command has the latitude of establishing local instructions on promotions, hiring or other employment life cycles, or negotiating local procedures in their collective bargaining agreements. The mission critical occupations vary based on the unique work of the command so the MOS are different based on the command. Finally, the geographic locations of some commands has an impact on the RCLF of that locality. There are vast differences between the RCLFs for different commands. Again, there are many factors to be considered before barriers will be identified. The plan for FY15 is to start with the DON data on top 10 series for different groups and then to move to uncover what that looks like at the major commands and subordinate activities in comparison with their own top ten MOS. Until we begin to look at it in this way, we cannot tell where the pockets of different groups are**

working in order to conduct analysis.

#### Hispanic Males:

- Top Ten MOS for HM in the DON are Electronics Engineering (0855), Information Technology Management (2210), Fire Protection and Prevention (0081), Mechanical Engineering (0830), Police (0083), Management and Program Analysis (2210), Engineering Technical (0802), Logistics Management (0346), General Engineering (0801), and Miscellaneous Administration and Program (0301).
- Eight of the Top Ten MOS for HM are in the DON top 10 MOS but only three of the Top Ten MOS for HM are also in the SES feeder MOS: 0343, 0801 and 0301. Depending on GS or GS equivalent level that the person participates in the DON workforce, opportunities for HM to move into SES positions may be reduced.
- With the exception of FY13, over the past five years HM separations have outpaced accession in the DON workforce which also does not bode well for movement into senior leadership positions.

#### Hispanic Females:

- Top Ten MOS for HF in the DON are Management and Program Analysis (0343), Financial and Administration Programs (0501), Miscellaneous Clerk and Assistant (0303), Information and Technology Management (2210), Human Resources Management (0201), Contracting (1102) Logistics Management (0346), Miscellaneous Administration and Program (0301), Human Resources Assistant (0203) and Financial Clerical Technician (0503)
- Like HM, six of the Top Ten MOS for HF are also in the Top Ten for the DON. The difference is that the top ten for HF are less Science, Technology, Engineering and Math (STEM) oriented and many of the SES come from technical backgrounds. Similar to HM, only three of the Top Ten MOS for HF are in the SES Feeder MOS: 0343, 1102 and 0301. This may reduce opportunities to move into the SES ranks.
- For the last five years, HF separations have out-paced HF accessions.

#### White Females:

- Top Ten MOS for WF in the DON are Management and Program Analysis (0343), Financial and Administration Programs (0501), Information and Technology Management (2210), Contracting (1102), Miscellaneous Administration and Program (0301), Logistics Management (0346), Human Resources Management (0201), Nurse (0610), Miscellaneous Clerk and Assistant (0303), Secretary (0318).
- Much like the HF, six MOS were in the DON's top ten MOS but the MOS for women are less technically oriented and again, like the HF, the top ten series for WF only have three MOS in common with the SES feeder MOS – 0343, 1102, and 0301.
- For the last five years, separations for WF outpaced accessions.

Individuals with Disabilities: Three types of attitudinal barriers have been identified (via verbal comments and written remarks) in regards to the IWD population. One is the attitudinal barrier of Individuals with Disabilities who are fearful of coding themselves correctly in MyBiz 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 exists in the Human Resources environment that the use of special hiring authorities slows the timing of recruitment actions and the expressed belief that 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):

- 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

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. As mandated by law (in 1998, Congress amended the Rehab Act), 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.

**Activity 1B (Asians pipeline):** A deeper dive into the Asian pipeline will be conducted in FY15. The top ten series for Asian Males are as follows: Electronics Engineering (0855), Mechanical Engineering (0830), Information Technology Management (2210), General Engineering (0801), Engineering Technical (0802), Electrical Engineering (0802), Marine Machinery Mechanic (5334), computer Science (1550), electrician (2805), and Computer Engineering (0854). Of these, four are in the DON top ten series and only one, General Engineering (0801) is in the current SES top nine feeder MOS. Unless AM are hired into a variety of the top MOS for SES, it will be more difficult for them to move into the highest levels of leadership. We know from one command that has done analysis of their own AM population, that often AM in engineering fields express more interest in working hands- on in scientific positions than in managing the workforce. Additional studies will need to be conducted to see if this holds true throughout the DON.

The top ten series for Asian Females (AF) are Financial and Administration and Programs (0501), Management and Program Analysis, (0343), Nurse (0610), Electronics Engineering (0855), Contracting (1102), Information Technology Management (2210), Miscellaneous Clerk and Assistant (0303), Computer Science (1550), Financial and Clerical Technician (0503) and Human Resources Management (0201). As with the AM, only four of their top ten MOS match the DON's top ten MOS. Two of their top ten MOS are the same as the top nine SES feeder MOS – Management and Program Analysis (0343) and Contracting (1102).

As was stated in Activity 1A above, additional investigation must occur at the command and subordinate activity level. The planned working groups in FY15 will be conducting this analysis.

**Activity 2A (SES pipeline):** The data analysis looking at the SES pipeline was initiated in FY14. At the end of Part E, a detailed description of the first phase of analysis with charts is provided. There is much more analysis to do so this work will continue into FY15.

Some of the highlights of the analysis include the following:

- Of the 304 SES on the FY14 A Tables, 211 were WM (69.41%), 55 were WF (18.09%), 12 were BM (3.95%), 6 were BF (1.97%), 4 were HF (1.32%), 3 were AM (0.99%), 3 were AF (0.99%), and 3 were HM (0.99%).

	HM	HF	WM	WF	BM	BF	AM	AF
<b>WORKFORCE</b>	3.61%	2.75%	44.73%	19.10%	7.78%	6.84%	6.72%	4.65%
<b>SES</b>	0.99%	1.32%	69.41%	18.09%	3.95%	2.30%	1.97%	0.99%
<b>CLF</b>	5.20%	4.80%	38.30%	34.00%	5.50%	6.60%	2.00%	2.00%

- The only group that is represented in the SES (69.41%) at or above the rate it participates in the workforce (44.73%) is WM.
- 79.4% of the DON's SES were in 9 major occupational series (0301, 0340, 0346, 0505, 0801, 0840, 0905, 1102, 1301)
- All but one of the top ten major occupational series (MOS) for DON employees are represented in the list of series identified as leading to current SES positions. Electronics Technicians are the one DON top ten MOS that cannot lead directly to the SES pipeline because these positions do not go higher than a GS-12.
- Of the top nine SES feeder series (based on prior series of current SES) only four of the DON's top ten MOS are included. These are 0301, 0343, 0801, and 1102.
- Only WM (60.24%), HM (4.42%), AIANM (0.98%), AIANF (0.37%) and TMF (0.27%) are participating in SES feeder series as GS-13 to GS-15s (or equivalents) at a higher rate than they participate in the

DON workforce. When this is considered at the GS15 or equivalent level, only WM and AIANM participate in SES feeder series at a higher rate than they participate in the DON workforce. With the current feeder population, it will be difficult to change the demographics of the SES in the near future because WM hold 66.21 % of the GS-15 positions in the feeder MOS.

- Of the current SES, 18.64% had an earned doctorate or had completed post-doctoral studies; 49.35 % had a Master's degree and/or complete post-master's studies; 28.11% had a Bachelor's degree and/or completed post Bachelor's studies. Another 3.59% had a first professional degree and 0.33% had a high school diploma.
- 42.16% of the degrees held by DON SES were in the following academic areas of study: Business Administration and Management (12.09%), Law (8.17%), Mechanical Engineering (4.90%), National Security Policy and Strategy (4.90%), Aerospace Engineering (4.58%), Electrical/Electronics Engineering (4.25%) and Public Administration (3.27%).
- The majority of the DON's SES positions (65%) are located in the District of Columbia or Arlington, VA.
- In the next phase of analysis, each ERIG group will be considered separately with their top major occupational series in comparison to the SES MOS. The DON MOS for GS-13 to GS-15 and equivalents in the geographic locations with the highest number of SES will be considered, as will a deeper dive on where SES came from prior to becoming SES and the types of developmental opportunities that assisted them in reaching SES positions.

**Activity 2B** (working group on low participation): FY14 had special challenges that included vacant AEP and SEP manager positions until summer of 2014 and FY15 respectively. In addition, the high turnover (66%) of the CDEEOOs (command-level EEO managers) created a leadership and knowledge gap at the command-level where barrier analysis is most meaningful. Despite these challenges, a working group of 20 EEO specialists with representation from across the DON had an initial meeting in FY14. This group will begin regular work in FY15 once a new SEPM is hired and onboard. In FY14, the group discussed its FY15 charter and anticipates breaking into smaller working groups to consider each of the DON areas of low participation (Hispanic males, Hispanic females and White females.) FY15 will continue to be a year of re-building since the need to develop more advanced barrier analysis skills has been identified as critical to the DON's success in understanding its workforce.

**Activity 2C** (working group on NAF workforce): The three commands with NAF employees designated their members of the working group. Each of the commands has improved the available NAF data in FY14 and provided improved analysis than in prior years. The working group will be initiated in FY15 with the objective of gaining an understanding of the DON's NAF workforce because it is comprised of three different occupational groups based on the jobs held by NAF employees in each command. For example, NAF workforce in the Marine Corps are primarily Marine Corps Community Services with a contingent of seasonal retail workers. The NAF workforce for NAVSUP is primarily comprised of Navy Exchange (NEX) employees who are also in retail. The CNIC NAF workforce is mostly Morale, Welfare and Recreation (MWR) employees. What this segment of the DON has in common is a structure that is built on fee for service. The working group will look at who comprises this workforce to identify triggers.

**Activity 2D** (working group on IWD): The IWD Attitudinal Barrier Working Group was initially started in FY14 to establish a baseline of where the commands were with their barrier analysis with regards to the barriers for IWD and IWTD. This working group made some progress in FY14 but due to the DPM manager position being vacant for more than an entire quarter of FY14, this group did not make as much progress as originally anticipated. The goal for this group in FY15 is to develop a charter, share best practices, and discuss barrier elimination plans.



**Department of Navy**  
**EEO Program Status Report**  
**FY 2014**  
**PART I (FY15)**  
**PLANS TO ELIMINATE**



<b>Department of the Navy</b>	<b>FY 2015 Plan I</b>
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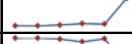
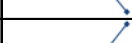

**STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:**  
Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

In FY14, the DON total workforce was 239,790, which is -0.18% difference from FY 13. 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 FY13 and FY 14 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 FY13 and FY14. The percent of change for NAF employees between FY13 and FY14 was 0.91%. The Total Workforce numbers for FY14 exclude 19 male and 5 female permanent appropriated fund employees who did not provide their race.



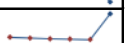


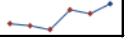
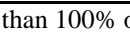

**Overall DON Workforce:** When the DON workforce was compared to the 2010 National Civilian Labor Force (NCLF), the participation rate of three groups is below their respective NCLF. These groups are Hispanic Males, Hispanic Females and White Females, with the White Females being significantly below 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 FY13 (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 FY13.

**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%	

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 2. Performance markers with the trend line are at the right side of each chart to easily see the five-year trends and the NCLF marker is to the far right

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 FY13. In FY14, 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 FY13 and FY14 is that AIANM have fallen slightly below the NCLF in FY14. 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 FY13, to just below the NCLF in FY14.

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**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%		

FY14 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 FY15 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%.

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<p><b>BARRIER ANALYSIS:</b> Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>Since FY12, 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 FY14, the three major Commands with NAF employees conducted their initial analysis of NAF workforce data.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>
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	<p>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.</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 FY14, 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><b>STATEMENT OF IDENTIFIED BARRIER:</b> 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><b>OBJECTIVE:</b> 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"> <li>• 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.</li> <li>• 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.</li> </ul>
<p><b>RESPONSIBLE OFFICIAL:</b></p>	<p>DON Office of EEO Management Program Director &amp; 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>

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<b>DATE OBJECTIVE INITIATED:</b>	October 2014
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	September 2015
<b>EEOC FORM 715-01 PART I</b>	<b>EEO Plan To Eliminate Identified Barrier</b>

<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>
<p><i>Note: Factors that created challenges to barrier analysis in FY13 carried over into FY14. For example, the furloughs and hiring freeze of FY13 continued into FY14 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 FY14. 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 FY15. This is a continuation of analysis that was started in FY14.</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"> <li>• Hispanic males</li> <li>• Hispanic females</li> <li>• White females</li> <li>• Individuals with Targeted Disabilities</li> </ul> <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"> <li>• Asian males</li> <li>• Asian females</li> <li>• other groups as appropriate</li> </ul> <p>The unanswered question in the analysis that began in FY14 will be the starting point for this. The DON EEO Program will work with the DON Executive Management Program to conduct this analysis.</p>	September 30, 2015

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<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 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>, <u>including a status on the planned activities completed thus far and their 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 &amp; 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</p>	<p>September 30, 2015</p>

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2. Performance markers with the trend line are at the right side of each chart to easily see the five-year trends and the NCLF marker is to the far right



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.

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:**

NOTE: 1. 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  
2. Performance markers with the trend line are at the right side of each chart to easily see the five-year trends and the NCLF marker is to the far right

**Department of the Navy**

**FY 2015 Plan I**

**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 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 statement of the agency policy, procedure or

The following are the major barriers identified for the Individuals With Disabilities (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 regards to the IWD population. One is the attitudinal barrier of Individuals with

<p>practice that has been determined to be the barrier of the undesired condition.</p>	<p>Disabilities who are fearful of coding themselves correctly in MyBiz, a web-based tools 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"> <li>• IWD can only perform in certain jobs/occupational series</li> <li>• IWD need lengthy/expensive accommodations,</li> <li>• Supervisors are uncomfortable interacting with IWDs (may do something wrong that will offend or result in a discrimination complaint)</li> <li>• Supervisors are concerned about lowering performance expectations</li> </ul> <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><b>OBJECTIVE:</b> 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"> <li>• 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.</li> <li>• 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.</li> </ul>
<p><b>RESPONSIBLE OFFICIAL:</b></p>	<p>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</p>

	Human Resources (OCHR)	
<b>DATE OBJECTIVE INITIATED:</b>	October 2014	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	September 2015	
<b>EEOC FORM 715-01 PART I</b>	<b>EEO Plan To Eliminate Identified Barrier</b>	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>	
Annoucement of the DON IWD Champion	16 February 2015	
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	
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	
Continue current IWD barrier analysis working group (monthly meetings) to look further into the barriers and create barrier elimination plans	30 September 2015	
<b>REPORT OF ACCOMPLISHMENTS/STATUS OF AND/OR MODIFICATIONS TO OBJECTIVE:</b>		

**Department of Navy  
EEO Program Status Report  
FY 2014  
PART J  
INDIVIDUALS WITH**



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 <sup>nd</sup> Level Component		1.a. Department of Navy								
1.b. 3 <sup>rd</sup> Level or lower		1.b.								
PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the ...	... beginning of FY13.		... end of FY14.		Net Change				
		Number	%	Number	%	Number	Rate of Change			
	Total Work Force	240,211	100.00%	239,790	100.00%	-421	-0.18%			
	Reportable Disability	17,004	7.08%	16,582	6.92%	-422	-2.48%			
	Targeted Disability*	1,541	0.64%	1,480	0.62%	-61	-3.96%			
	* 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.					Applicant Flow Data not provided from OPM				
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period (includes non-appropriated fund)					86(0.28%)					
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	14,605	967	5.78%	123	0.84%	468	3.20%	13,170	90.17%	
5. Employee Career Development										
5.a. Grades 5 - 12	84,401	8,291	8.96%	731	0.87%	2,316	2.74%	73,794	87.43%	
5.b. Grades 13 - 14	48,310	3,849	7.49%	230	0.48%	1,368	2.83%	43,093	89.20%	
5.a. Grades 15/SES	11,544	807	6.61%	44	0.38%	349	3.02%	10,388	89.99%	
6. Employee Recognition and Awards										
6.a. Time-Off Awards (Total hrs awarded)	354,452	30,700	7.95%	2,518	0.71%	8,008	2.26%	315,744	89.08%	
6.b. Cash Awards (total \$\$\$ awarded)	\$103,374,289	\$8,057,363	7.25%	\$558,202	0.54%	\$2,468,124	2.39%	\$92,848,802	89.82%	
6.c. Quality-Step Increase	1,519	129	7.70%	12	0.79%	29	1.91%	1,361	89.60%	

<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 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 (IWTG) 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.</p> <p>The new HR/EEO Service Delivery model which was put in place during FY13, established ownership of EEO to each command. There were new positions created and new EEO program managers at the command-level. In FY14, 14 of the 21 (66%) Command Deputy EEO Officers (CDEEO) were new. These CDEEOs were tasked with re-building (and in many cases-establishing) model EEO programs. These effects were also felt in the DON Disability Program as there was an influx of new personnel working in EEO offices. This resulted in new Disability Program Managers and Reasonable Accommodation specialists. FY14 was a building year for the skills and competencies for our newer EEO personnel. Although budget cuts and training restrictions prevented face to face meetings, alternate methods were utilized. The DON Disability Program Manager held 9 separate Defense Connect Online (DCO) sessions focusing on Reasonable Accommodations with over 100 participants per session.</p> <p>Additionally, barrier analysis training was needed to identify the issues that were preventing the hiring and retention of IWTGs. This barrier analysis training was first deployed at Southbridge in September 2013. This was immediately followed by the inception of a DON wide IWD working group facilitated by the DON DPM to assess a baseline for commands. The IWD working group focus is to align efforts in eliminating the attitudinal barriers regarding the IWD population that have been identified by commands (representing 36.61% of the DON population).</p> <p>The following are the major barriers identified for the Individuals With Disabilities (IWD) program in FY14:</p> <ol style="list-style-type: none"> <li>1. Attitudinal Barriers towards the IWD population</li> <li>2. 508 compliance of Computer Based Trainings (CBTs)</li> </ol> <p>Three types of attitudinal barriers have been identified (via numerous sources) in 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 tools 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"> <li>• IWD can only perform in certain jobs/occupational series</li> <li>• IWD need lengthy/expensive accommodations,</li> <li>• Supervisors are uncomfortable interacting with IWDs (may do something wrong that will offend or result in a discrimination complaint)</li> <li>• Supervisors are concerned about lowering performance expectations</li> </ul>
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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).

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.

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.

The DON goal of 2% rate of participation of Individuals with Targeted Disabilities (IWTDD) is dependent upon efforts to eliminate barriers through understanding where and how equality of opportunity for IWTDD is impacted. All commands have adopted the 2% goal; however, efforts have been derailed by the numerous factors listed above.

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 FY15. Since the missions of each of the 21 commands varies drastically, the goal in FY15 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 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. The first step will be to establish a working group (of relevant stakeholders) to develop the plan for this campaign, chaired by the newly appointed DON IWD Champion. This campaign will focus on re-educating the workforce on the importance of hiring and retaining our IWD/IWTDD population and the end result is to increase the numbers of IWDs and IWTDDs in DON. 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. The plan for FY15 will be further discussed in Part I.

# WORK FORCE ANALYSIS

## Overall Workforce

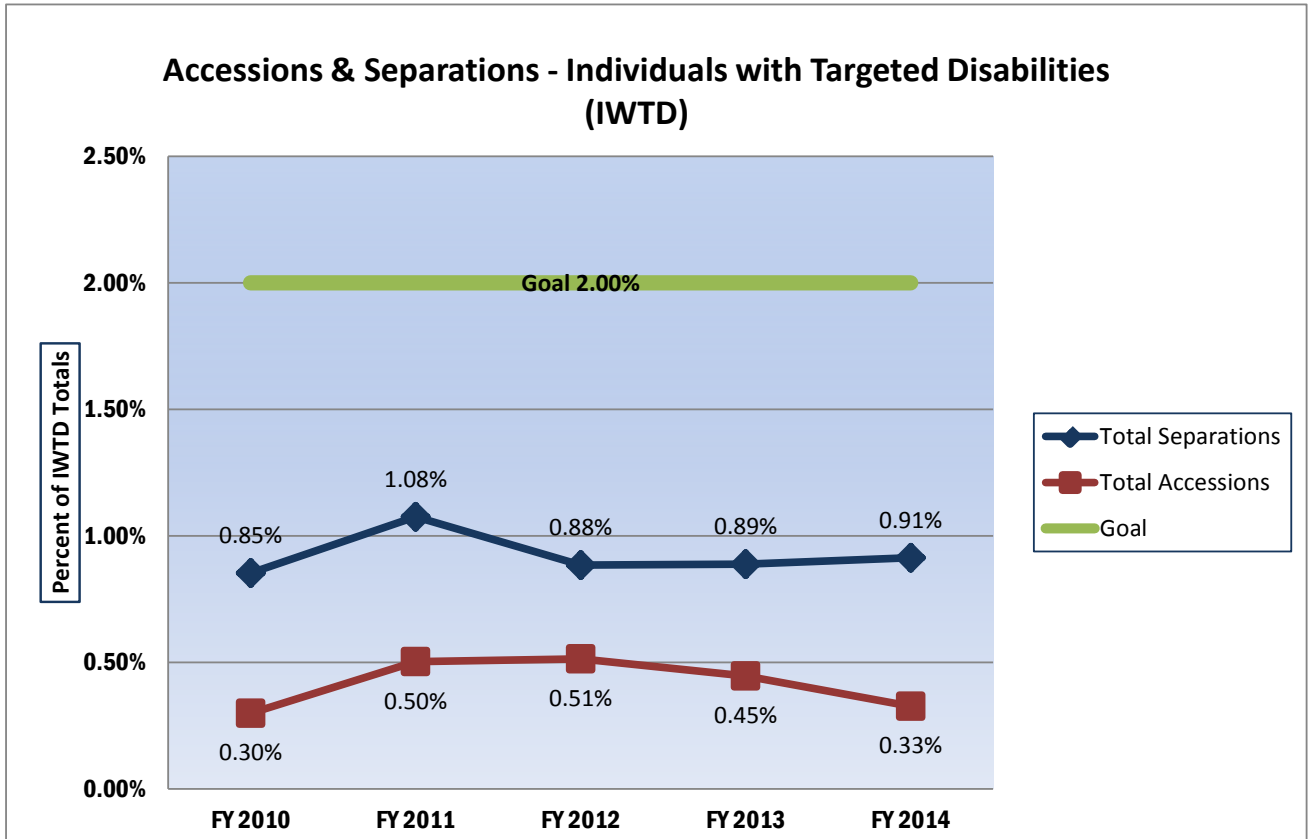
Due to the numerous events listed above, the entire workforce was impacted, with significant impact on IWTD. As shown in Table 1, the DON population of IWTD decreased from 1,550 in FY13 to 1,480 in FY14. While the percentage also decreased from 0.64% in FY13 to 0.62% in FY14. There were 17,004 individuals 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.

**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

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**



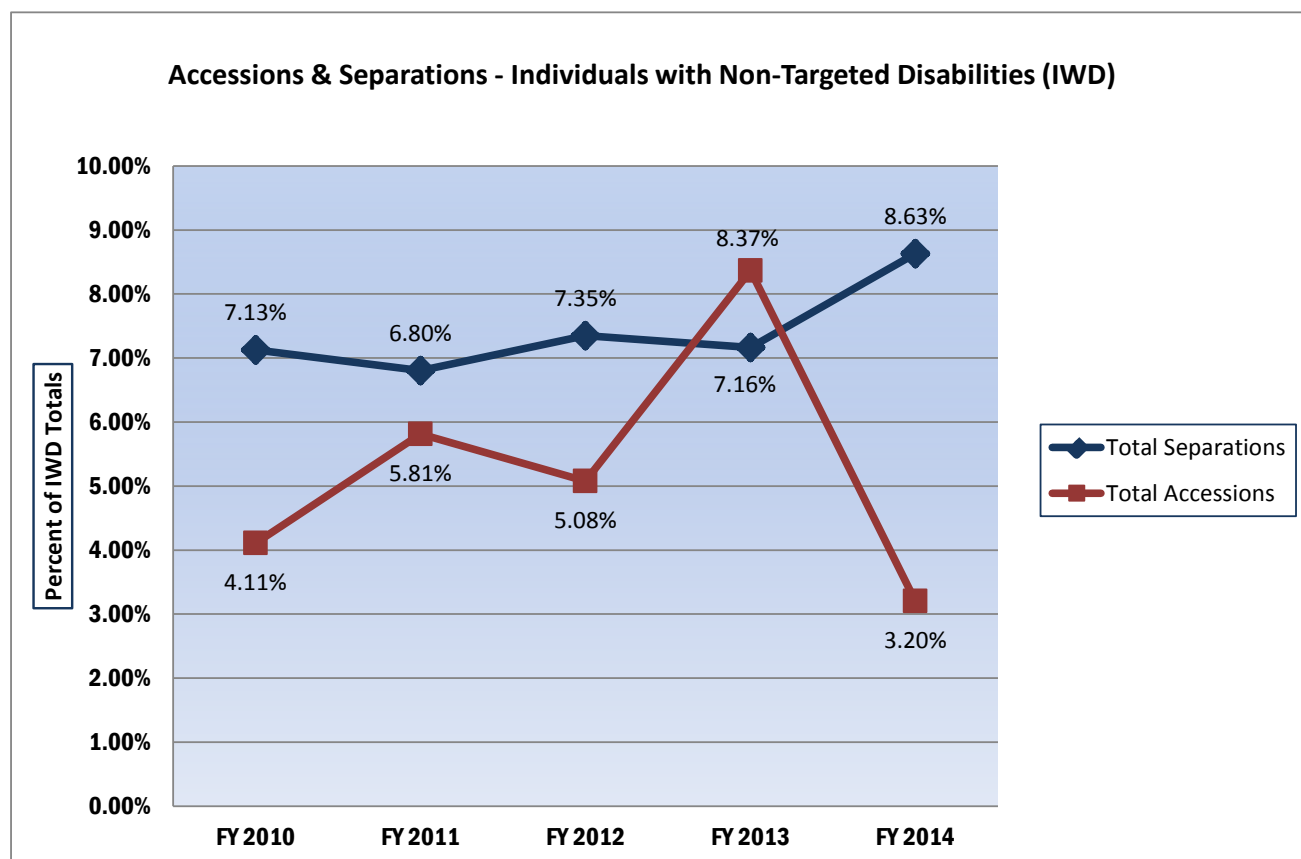
EEOC Target Goal = 2.00%	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
	#	%	#	%	#	%	#	%	#	%
Total IWTD Accessions	74	0.30%	↑ 103	↑0.50%	↓ 91	↑0.51%	↓ 51	↓0.45%	↓ 43	↓0.33%
Total Workforce Accessions	24,768		20,477		17,709		11,427		13,136	
Total IWTD Separations	149	0.85%	↑ 197	↑1.08%	↓ 161	↓0.88%	↓ 150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

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

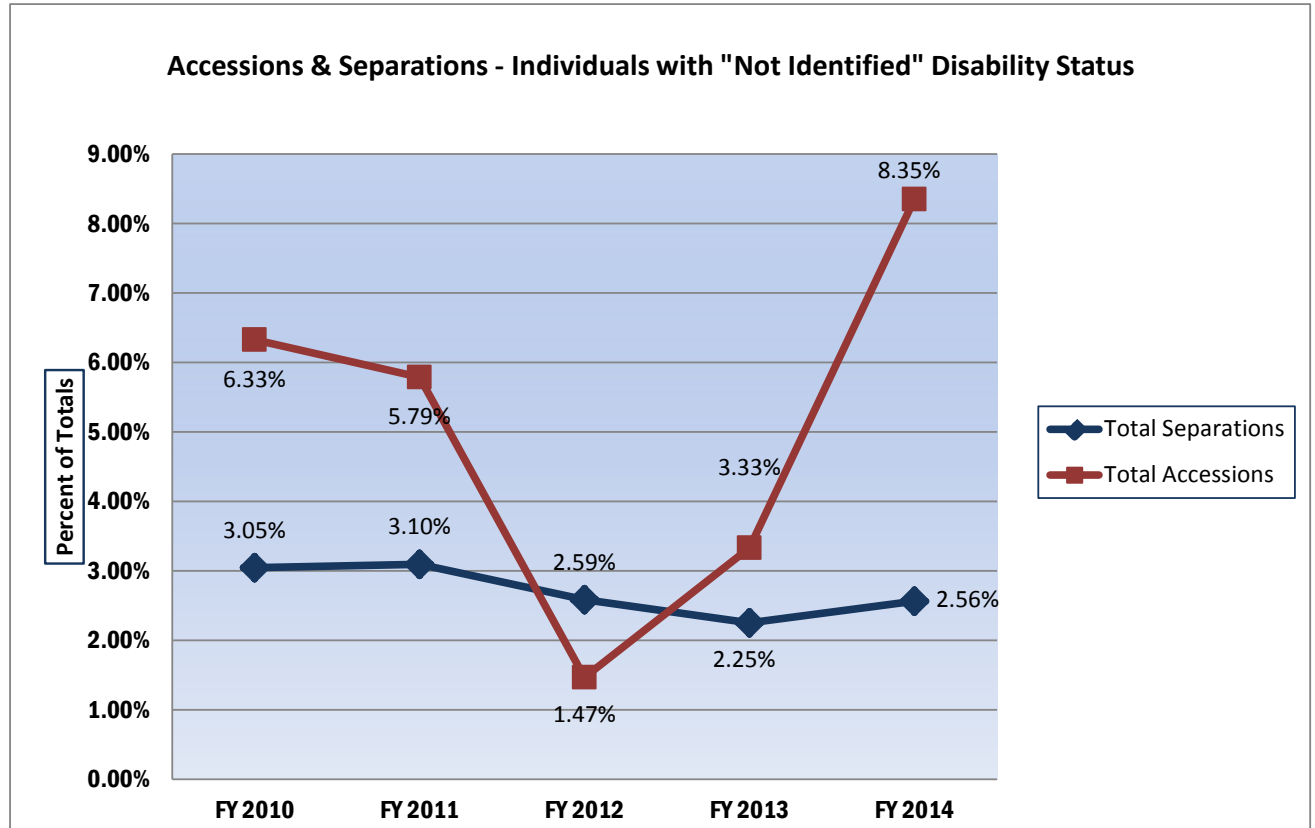


EEOC Target Goal = 2.00%	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
	#	%	#	%	#	%	#	%	#	%
Total MD Accessions	1,018	4.11%	↑1,190	↑5.81%	↓899	↓5.08%	↑956	↑8.37%	↓421	↓3.20%
Total Workforce Accessions Current FY 2014 (AF)	24,768		20,477		17,709		11,427		13,136	
Total MD Separations	1,245	7.13%	↑1,246	↓6.80%	↑1,337	↑7.35%	↓1,209	↓7.16%	↑1,246	↑8.63%
Total Workforce Separations Current FY 2014 (AF)	17,468		18,312		18,196		16,875		14,438	

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

Despite the positive trend of FY13 where the accession rate (in percentage) passed the separation rate (in percentage), in FY14 the number of separations far exceeded the number of accessions for individuals with non-targeted disabilities.

**Table 4: Individuals that Do Not Want to Identify Their Disability Status-5 Year Trend of Accessions and Separations**



EEOC Target Goal = 2.00%	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
	#	%	#	%	#	%	#	%	#	%
Total "Not Identified" Accessions	1,567	6.33%	↓1,185	↓5.79%	↓260	↓1.47%	↑381	↑3.33%	↑1,097	↑8.35%
Total WD Workforce Accessions Current FY 2014 (AF)	24,768		20,477		17,709		11,427		13,136	
Total "Not Identified" Separations	532	3.05%	↑567	↑3.10%	↓471	↓2.59%	↓380	↓2.25%	↓370	↑2.56%
Total WD Workforce Separations Current FY 2014 (AF)	17,468		18,312		18,196		16,875		14,438	

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

The chart above provides data regarding employees who select "I do not wish to identify my disability status" on their SF-256, Self-Identification of Disability Form. The chart shows that a large

percentage of new hires (8.35%), when provided the SF 256 to identify their disability status, selected the option that states that they did not wish to identify their disability status. This is by far the highest percentage in over 5 years. The percentage of individuals who have separated that do not wish to identify their disability has remained relatively constant over the last five fiscal years. As stated above in the identified barriers section, 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 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.

A review of individuals hired using the Schedule A 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. An individual hired under the Schedule A hiring authority for people with disabilities must disclose their disability status on the SF 256. The Schedule A (subpart u) Hiring Authority is applicable for individuals with severe physical disabilities, psychiatric disabilities, and severe intellectual disabilities. Some of these disabilities do not fit into the targeted disabilities listed on the SF-256. Therefore, there is a need for further education that not every Schedule A hire will result in a targeted disability hire as the definitions are not identically in sync. This will also be included in the FY15 IWD Hiring/Awareness campaign material. Additional educational pieces in the FY15 Hiring/Awareness Campaign will include clearing up the misconceptions and attitudinal barriers revolving around Schedule A.

**Table 5: Major Occupation Comparison FY14**

<b>Comparison of Major Occupations FY2014</b>			
	<b>DON Major Occupations</b>	<b>Most Populous Occupations for Individuals with Targeted Disabilities</b>	<b>Most Populous Occupations for Individuals with Non-Targeted Disabilities</b>
(0343) - Management Program Analysis	X	X	X
(2210) - Information Technology Management	X	X	X
(0855) - Electronics Engineering	X	X	X
(0802) - Engineering Technician	X	X	X
(0346) - Logistics Management	X	X	X
(0501) - Financial Management	X	X	X
(1102) - Contracting	X	X	X
(0830) - Mechanical Engineering	X	X	
(0301) - Program Specialist	X		X
(0801) - General Engineering	X		
(0303) - Miscellaneous Clerk & Assistant		X	X
(0203) - HR Clerical/Assistant		X	
(0856) - Electronics Technician			X

As seen in Table 5 above, eight of the top ten DON major occupations are also major occupations for individuals with disabilities and individuals with non-targeted disabilities.

The participation rate of IWTD in the aggregate DON major occupations has stayed relatively the same from .69% (442) in FY13 to .68% (439) in FY14. The participation rate for IWTD in the major

occupations is relatively the same as their participation rate in the total DON appropriated fund workforce (.69%). In FY13, the participation rate of IWTD was higher when compared to their participation rate in the overall population in the following six DON major occupations: Financial Administration (1.00%), Logistics Management (.98%), Information Technology Management (.84%), Management/Program Analysis (.75%), Contracting (.72%), and Engineering Technician (.69%). This is an increase from FY13, where participation rates were higher in only five of the major occupations.

The participation of individuals with non-targeted disabilities has decreased slightly from last year from 8.15% (5,236) in FY13 to 7.93% (5,073) in FY14. In FY14, individuals with non-targeted disabilities have higher participation rates in the following five major occupations as compared to their representation in the total DON workforce: Logistics Management (11.44%), Miscellaneous Administration and Program (11.23%), Information/Technology Management (10.09%), Management/Program Analysis (10.16%), Engineering Technician (7.96%).

### **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 from the SF 256, the Schedule A 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 remain consistent with the OPM's report to the President, information on 30% or more disabled veterans is provided below. Veteran hires accounted for 49% of new hires in FY14. Disabled veterans, not limited to 30% or more disabled veterans, accounted for 16% of DON FY14 hires. Many command wounded warrior programs (which focus on the awareness and hiring of our service members who were injured in the line of duty) work and coordinate efforts with command disability programs. In FY14, the DON hired 2,380 disabled veterans which is up from 1,751 disabled veterans in FY13. Schedule A, subpart (u), appointments accounted for 317 appointments of disabled veterans.

With the full support and resource backing from the Assistant Secretary of the Navy, Manpower & Reserve Affairs (ASN M&RA) who is the DON EEO Director and Wounded Warriors Champion, the DON is fully committed to hiring our Wounded Warriors as shown through numerous initiatives. However, not all disabled veterans meet the definition of targeted disabilities used by OPM in the standard form 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 a very low number of IWTDs. While the large efforts to hire wounded warriors and disabled veterans have had a positive impact on the overall hiring of individuals with disabilities, this has not translated into an increase in targeted disability hires.

### **FY14 ACCOMPLISHMENTS:**

The following is a status report on DON Objectives identified for FY14.

- FY14 objective #1: Continued barrier analysis efforts focusing on perceived attitudinal barriers as well as continued efforts to understand why employees with disabilities separate.
  - The DON continues to make progress in its barrier analysis efforts. As discussed above, the DON established an IWD barrier analysis working group to discuss and share best practices in an effort to identify effective attitudinal barrier removal strategies. The initial meetings of this group, made up of EEO personnel from each command, show lots of potential for actionable items in FY15. We expect to learn about

the effectiveness of the commands' barrier removal strategies in FY15.

- FY14 objective #2: Work with remaining commands that have not designated a Disability Champion or disability team.
  - The ASN M&RA, who is the DON EEO Director, laid the groundwork for a DON wide Individuals with Disabilities (IWD) Campaign with the appointment of a DON IWD Champion who is a member of the Senior Executive Service (SES). The appointment will be effective in FY15. This IWD SES Champion will be responsible for aligning the efforts of the major command IWD champions to identify and eradicate barriers and promote the hiring of IWDs/IWTDs. Twelve of the DON major commands, representing 81.87% of the DON population, have designated a disability champion and nine commands have also established designated disability teams to assist in their command's disability programs. A major initiative in FY15 is to ensure all remaining commands designate a senior level disability champion and/or disability team.
- FY14 objective #3: Deploy a script for HR professionals to use when speaking with hiring officials as they initiate the hiring process.
  - The deployment of a script was not executed in FY14. As part of the FY15 IWD Hiring/Awareness Campaign, talking points will be developed for HR professionals to utilize with customers and training to help them understand the value and intent of using them.
- FY14 objective #4: Send a memorandum to all DON employees to re-validate their disability status in the Defense Civilian Personnel Data System (DCPDS).
  - Due to staffing shortages in the DON EEO Office, no memorandum was issued in FY14 but is part of the plan for the FY15 IWD Hiring/Awareness Campaign.
- FY14 objective #5: Continue DON Reasonable Accommodation (RA) Job Search Continuous Process Improvement (CPI) Project
  - This lean initiative made significant progress in FY2014. 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 weekly 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 will continue into FY15 where stakeholder feedback will be analyzed, appropriate changes recommended and necessary updates made to portions of the DON Guide for Processing RA.
- In addition, the DON achieved the following in FY14:
  - It was identified that our DON users were not getting the assistive technology they needed in a timely manner. Therefore, the DON EEO Office strengthened its relationship with the Department of Defense Computer/Electronic Accommodations Program (CAP). Due to the complexity of the Navy Marine Corp Intranet (NMCI), 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. Quarterly meetings were held between CAP and the DON DPM to ensure a solid partnership and to be proactive in any upcoming possible issues with assistive technology. These meetings will continue in FY15.



- For over 10 years, the Navy Marine Corps Intranet (NMCI) has not had time limits in their contract for the testing and certification of assistive technology to be utilized on the network. This resulted in large delays in getting DON employees the assistive technology they need in a timely manner. Late in FY14, the NCMI contract ended and a new contract the Next Generation Enterprise Network (NGEN) was put in its place. The DON DPM was involved in the writing of the contract for NGEN and ensured that a 30 day time limit was placed on all testing and certification of assistive technology to be used on the network. This will help get employees the assistive technology they need in a more expedited fashion. In addition, the DON DPM requested the most recent assistive technology from CAP in order to get an enterprise license across the network. This will help speed up the process as well instead of having to individually order licenses for the piece of assistive technology. 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. New supervisory training has been created and will be deployed in FY15 regarding supervisory responsibilities during the RA process. In addition, additional information will be provided regarding RA as part of the FY15 Hiring/Awareness Campaign.
- In an effort to provide consistency across DON, numerous Supervisory training presentations were created for all DON supervisors. One of those trainings was Supervisory Responsibility in the Reasonable Accommodation Process. The Disability Program Manager (DPM) collaborated closely with the Civilian Workforce Development Division (CWDD) to ensure subject matter accuracy. (This training will be deployed in FY15)
- 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 knowledge of how the Rehab Act is being actualized in the DON. As a 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. The accessions reports are broken down by major command, the number of hires made utilizing the Schedule A hiring authority, and the number of persons self-identifying targeted disabilities. The separations report shows the number of individuals with disabilities separating by command also broken down by the same categories.
- In FY14, three 504 complaints (Section 504 of the Rehab Act) 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 and through a re-examination of the files and working in close collaboration with the Command DEEOOs were able to be closed out quickly in late FY14.
- The DON EEO Office has worked closely with the DON Recruitment and Staffing Office to ensure the HR community is informed on the many resources to hire individuals with disabilities. A fact sheet for Schedule A applicants was created, disseminated, and posted onto USAJOBS when applicants apply for DON positions. Additional language was added to Job Announcements that specifically addressed applicants with disabilities. Additional projects (Schedule A Standard Operation Procedures/Policy for all commands, additional fact sheets, IWD related trainings, and how to guides) are

scheduled to be worked on in FY15.

- The DON EEO Office has been working on getting a DON wide Reasonable Accommodation (RA) Electronic Tracking System implemented for a few 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 FY14 following the selection of the new DON DPM, the DON EEO Office 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 EEO Office has already created the RA Tracking System but has not yet received approval to get it to all DON EEO employees to utilize and track their RAs in one system. By submitting this package to OMB, DON is one step closer to having a fully operational tracking system for all Reasonable Accommodations. Implementation of the DON wide tracking system is planned for FY15.

<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><b>FY15 STRATEGIC PLAN</b></p> <p>In FY15, the DON will continue its ongoing barrier analysis efforts. The DON's ability to recruit, hire, and advance individuals with targeted disabilities is impacted by the identified attitudinal barrier at several major commands. It is imperative that barrier elimination efforts continue in FY15.</p> <p>Additional objectives for FY15 include:</p> <ul style="list-style-type: none"> <li>• Continue barrier analysis efforts to eliminate the identified barriers in regards to the IWD population. This objective will include the continuation of the DON IWD Working Group.</li> <li>• Complete the efforts of the lean initiative regarding DON Reasonable Accommodation Job Search to improve the DON's reasonable accommodation reassignment process. This group involves 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.</li> <li>• Ensure all Commands have appointed a senior leader disability champion. This IWD champion as the command level will work with the DON champion to promote education and awareness of the need to hire and retain IWD/IWTD.</li> <li>• Launch an IWD Hiring/Awareness Campaign to reeducate the DON community on numerous aspects of the IWD program. The first step will be to establish a working group (of relevant stakeholders) to develop the plan for this campaign. 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. 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. The plan for FY15 will be further discussed in Part I.</li> <li>• Secure approval to implement the DON wide RA electronic tracking system.</li> <li>• Continuation of collaboration with DON Training Office to ensure that on-line training programs are consistently compatible with software that accommodates members of the workforce. This effort will continue into FY15 as a process (to include testing for compliance) is deployed to ensure 508 compliance for CBTs prior to deployment.</li> <li>• 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.</li> </ul>
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