

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

PART A Department or Agency Identifying Information	1. Agency	1. DOD Office of the Secretary/Washington Headquarters Services		
	1.a 2nd level reporting component			
	2. Address	2. 1155 Defense Pentagon		
	3. City, State, Zip Code	3. Washington, DC 22311		
	4. Agency Code 5. FIPS code(s)	4. DD21	5. 8840	

PART B Total Employment	1. Enter total number of permanent full-time and part-time employees	1. 5519
	2. Enter total number of temporary employees	2. 579
	3. TOTAL EMPLOYMENT [add lines B 1 through 2]	4. 6098

PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	Title Type	Name	Title
	Head of Agency	Thomas M. Muir	Director, WHS
	Principal EEO Director/Official	Pamela R. Sullivan	EEOP Director
	Affirmative Employment Program Manager	Kevin Driscoll	Assistant Director, DDR, HRD
	Complaint Processing Program Manager	Patrick Anderson	Program and Complaints Manager, EEOP
	Other EEO Staff	Pamela R. Sullivan	Director, Office of Equal Employment Opportunity Programs

For period covering October 1, 2017 to September 30, 2018

PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	Country	Agency Code
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD01
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD68
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD25
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD06
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD23
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD65
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD08
	DOD Office of the Secretary/Washington Headquarters Services Arlington, VA	United States	DD58
	DOD Office of the Secretary/Washington Headquarters Services Alexandria, VA	United States	DD29
	DOD Office of the Secretary/Washington Headquarters Services Washington, DC	United States	OTHER

EEOC FORMS and Documents	Required	Uploaded	
Organization Chart	Y	Y	
Agency Strategic Plan	Y	Y	
Alternative Dispute Resolution Procedures	Y	Y	
Anti-Harassment Policy and Procedures	Y	Y	
EEO Policy Statement	Y	Y	
Personal Assistance Services Procedures	Y	Y	
Reasonable Accommodation Procedure	Y	Y	
Diversity Policy Statement	N	N	
EEO Strategic Plan	N	N	
Federal Equal Opportunity Recruitment Program (FEORP) Report	N	N	
Human Capital Strategic Plan	N	N	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	N	N	
Disabled Veterans Affirmative Action Program (DVAAP) Report	N	N	

EXECUTIVE SUMMARY: MISSION

AGENCY MISSION

Washington Headquarters Services (WHS) is the essential services provider for the Office of the Secretary of Defense (OSD), Department of Defense (DoD) agencies, and DoD offices in the National Capital Region. WHS provides a wide range of centralized capabilities to DoD headquarters, OSD, and DoD components, enabling economies of scale for delivering essential administrative services to fulfill the mission of the Department. In 2018, WHS aligned under the Director of Administration in the Office of the Chief Management Officer (CMO).

WHS services are organized into several directorates and specialty offices. These teams of WHS personnel support the mission of our Defense Department customers by managing DoD-wide programs and operations for the Pentagon Reservation, Mark Center, and DoD-leased facilities in the National Capital Region. The WHS vision is to remain a creative, results-driven capabilities provider, recognized for excellence: responsible, reliable, resourceful, and relevant.

WHS delivers essential administrative services to assist these components and offices in fulfilling the mission of DoD. Under the leadership of Director Thomas M. Muir, WHS supports the establishment of a model equal employment opportunity (EEO) program as required by the U.S. Equal Employment Opportunity Commission (EEOC), under Management Directive (MD) 715. This report covers WHS and components serviced by WHS.

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM MISSION

The mission of the Office of Equal Employment Opportunity Programs (EEOP) is to foster an inclusive and respectful workplace environment that allows all personnel to succeed as they support the defense of our nation. Our goals complement the strategic goals of our organization.

The EEOP is responsible for the implementation of: Civilian Equal Employment Opportunity Process, Military Equal Opportunity Process Information and Referral, Affirmative Employment Program, and the Alternative Dispute Resolution Program.

The mission of the Diversity, Disability, and Recruitment Division is to foster a diverse workforce and an inclusive work environment that ensures equal opportunity through program development, workforce analysis, recruitment, retention, and awareness to best serve our customers. DDR conducts strategic workforce analysis, evaluation of policies, practices and procedures that may benefit diversity and

EXECUTIVE SUMMARY: MISSION

inclusion efforts, and the creation of action plans consistent with the development of a model Equal Employment Opportunity, diversity, and inclusive environment. DDR manages recruiting for all special recruitment program functions for the WHS-serviced organizations, including information concerning employment programs for students, recent graduates, veterans, and individuals with disabilities. DDR also provides Reasonable Accommodations for individuals with disabilities who are applicants or employees of WHS-serviced organizations.

DDR is responsible for DVAAP, FEORP, MD-715, Special Recruitment Programs.

MAJOR ACTIVITIES AND ACCOMPLISHMENTS

The following six essential elements of a Model Equal Employment Opportunity Program include the Agency's EEO program and several noteworthy accomplishments in Fiscal Year 2018 (FY 2018).

MODEL EEO PROGRAM STATUS

During FY 2018, WHS addressed EEO program deficiencies reported in prior years. The Agency was able to answer 115 of the 118 applicable self-assessment questions affirmatively for a success rate of 97%. Part H of this report contains WHS planned activities to reach compliance on the five remaining program deficiencies. The following FY 2018 accomplishments are grouped under the six essential elements to achieving a model EEO program.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

ELEMENT 1: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP:

WHS Re-issues Annual Equal Employment Opportunity (EEO) Policy Statements: As is customary each year, five Agency wide EEO policy statements of: Diversity and Inclusion, Prevention of Harassment, Employment and Retention of People with Disabilities, Federal Employee Antidiscrimination and Retaliation Act (no FEAR Act), and Alternative Dispute Resolution (ADR) policies were timely reissued and distributed to the workforce during the EEO and Diversity Training.

6th Annual Senior Executive Diversity Seminar (SEDS): Per DoD requirement, DDR sponsored a mandatory 2-day seminar for all senior leaders newly appointed to the grade of Brigadier General or Rear Admiral and all new members of the Senior Executive Service. The 2018 SEDS curricula included a combination of cultural competency, unconscious bias, the New Inclusion Quotient, a government mandate via Executive Order 13583. The seminar was grounded in science-based research and includes thoughtprovoking interactive exercise and honest dialogue, as relates to mission accomplishment, team performance and strategic attainment of personnel diversity in order to accomplish the mission of the Department of Defense.

Disability Employment Awareness Month Event: In October 2017, WHS hosted its Third Annual Disability Awareness event; the theme of the observance was "Inclusion Drives Innovation." The event featured David Fram, Director, ADA & EEO Services for the National Employment Law Institute. The Deputy Director of HRD presented opening remarks.

ELEMENT 2. INTEGRATION INTO AGENCY'S STRATEGIC MISSION:

EEOP Director Involvement: The EEOP Director reports directly to the Director of WHS, and met weekly with the Deputy Director of WHS. Additionally, she advised the Director of WHS and senior leaders on strategies that promote an environment free of discrimination. In FY 2018, the EEOP Director attended monthly WHS Leadership staff meetings and kept members apprised of EEO trends, progress, and concerns. In addition, the EEOP Director participated in various forums such as the Human Resource Directorate Customer Focus Forum, Senior Administrative Officers Forum, Defense Diversity Working Group, and the WHS Quarterly Facility Access Task Force, creating a close working relationship within the Agency. The Director also attended the Mark Center Building Council meetings to maintain awareness of facilities logistics as relates to architectural barriers.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

State of the Agency Brief: In FY 2018, the EEO Director presented the annual State of the Agency EEO Briefing to the WHS Director and Deputy Director. The briefing covered an overall assessment of the Agency's performance in each of the six essential elements of the Model EEO Program as well as the progress made in eliminating/reducing barriers to equal opportunity.

Mandatory Training: One hundred ninety-one (191) team leaders completed that WHS mandatory 3-day **Team Leader Training** course, which includes modules on EEO, Diversity and Inclusion, and ADR.

Special Hiring Authorities: WHS encouraged the use of available hiring authorities, such as Schedule A Excepted Service Hiring Authority (5CFR 213.3102(u)), Veterans Recruitment Appointment (VRA) authority, the Workforce Recruitment Program for College Students and Recent Graduates with Disabilities (WRP), reasonable accommodations, and operationalizing accessible information and communication technology policies, practices, and procedures. The WHS Acquisition Directorate (AD) accommodated onboard Wounded Warriors' growing needs to prepare them for conversion to the 1102 career field as a competitive acquisition professional.

Recruitment: DDR employees participated in the **65th Annual Historically Black Colleges and Universities (HBCU) College Festival** on February 18, 2018, at T.C. Williams High School in Alexandria, Virginia to promote the Voluntary Student Internship Program (VSIP). DoD VSIP offers volunteer opportunities to students in high school, trade school, technical or vocational institute, junior college, college, and university. Opportunities provide academically related experiences while allowing students to explore career options and develop personal and professional skills. The festival hosted approximately 10,000 students in 2017. A total of 70 institutions and 30 vendors participated in the daylong event which also featured seminars, on-site applications, and on-site band auditions. As of October 31, 2017, TC Williams, the only public high school in the City of Alexandria, VA, enrolled an overwhelmingly diverse population of students (72.22% minority). Overall city of Alexandria demographics are as follows:

ELEMENT 3. MANAGEMENT AND PROGRAM ACCOUNTABILITY

In FY 2018, the Agency continued to meet its compliance obligations:

DVAAP Report: The report was submitted in October 2018 to the Defense Civilian Personnel

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

Advisory Service. The following accomplishments were highlighted.

One hundred and sixty-two (162) veterans were promoted in FY 2018 through career ladder promotions or through the merit promotion process, representing a 16.06% decrease from FY 2017 promotions (193). Merit promotional opportunities are advertised via USAJOBS and all veterans have access to the USAJOBS system. Further, many veterans are hired at the full performance level as WHS serves the highest echelon within the Department.

WHS offered several competitive developmental programs which were open to all employees that met the specific criteria, to include veterans/disabled veterans (Attachment 1).

The WHS web-based learning management system, iCompass, was fully operational for classroom and online training management and accountability. iCompass provided access to several hundred free on-line training courses in a variety of areas such as information technology, communication, customer service and business management. Improvements to iCompass allowed supervisors and managers to create Individual Development Plans and assign specific courses to their employees.

EEO, Diversity, and HR Training -- The 2017 and 2018 Senior Executive Diversity Seminars provided diversity and inclusion training to 29 participants.

Additionally, the Office of Equal Employment Opportunity Programs (EEOP) and DDR conducted mandatory EEO training for all WHS employees. Training included unlawful discrimination on protected bases (to include disability), overview of WHS workforce statistics based on race, gender, national origin, and disability. Moreover, employees including managers, and team leaders received classroom style EEO and Diversity training; the module also includes the reasonable accommodations process. The HRD Individual and Organizational Development (I&OD) Division continued to train new supervisors and Team Leaders using a combination of pre-course online modules and interactive classroom instruction and allowed participants to apply their knowledge and skills to real life situations for enhanced learning.

The HRD Diversity, Disability and Recruitment (DDR) Division continued to actively promote the use of reasonable accommodation (RA), while tracking and communicating performance in processing and providing reasonable accommodations throughout its serviced population. RA

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

training was integral to each mandatory classroom style training listed above.

DDR began coordinating publication of procedures for Personal Assistance Services as part of WHS overall policy on Reasonable Accommodations; expected completion is early 2019.

DDR also provided quarterly disability data (which includes veterans) and demographics annually or upon request to each serviced component.

FEORP Report: The report, submitted to DoD in November 2018, included a short narrative of the Agency's promising practices, strategies and activities related to Hispanic Employment, Mentoring, Career Development and Recruitment of Individuals with Disabilities. The following accomplishments were highlighted.

USA Staffing Onboarding Manager: In October 2016, Washington Headquarters Services (WHS) implemented the USA Staffing Onboarding Manager, which is a component of the Office of Personnel Management (OPM) web-based USA Staffing system. This system allows quick and efficient completion of new hires and processing time of forms by human resources (HR) professionals.

Human Resources Directorate (HRD) Onboarding Program: Additionally, effective October 2016, the Agency completed and implemented a Time-to-Hire program designed to identify hiring needs, recruit top talent, select and hire ideal candidates. WHS enhanced its ability to recruit the most qualified applicants for a diverse and inclusive workforce by utilizing enhanced recruitment and outreach as well as use of special hiring authorities and programs to meet disability hiring goals, veterans hiring goals, and diversity plans.

Demographic Dashboards: The Diversity, Disability, and Recruiting Division (DDR) provided leadership biannual reports individuals with targeted disabilities (IwTDs) and highlighted those components that had met or exceeded our goal of 2% employees with targeted disabilities. DDR also implemented its goal of providing each WHS component with a demographic analysis of the component's populations to inform workforce planning to include recruiting and succession planning. The demographic dashboard includes the following analyses: overall race, gender, national origin (RGNO); senior grades by RGNO and disability status; major occupations by RGNO and disability status; onboard ratio of individuals with targeted and reportable disabilities;

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

veterans; generations; and retirement eligibility.

Equal Employment Opportunity, Diversity, and HR Training: WHS proactively engaged in various training efforts. The 2018 Senior Executive Diversity Seminar, which is mandatory for senior executives, provided diversity, and inclusion training to SES participants. The two day course incorporated tools and strategies for measuring progress on equal employment opportunity (EEO), military equal opportunity (EO), and diversity and inclusion (D&I) and an open panel discussion on the roles and importance of senior executive involvement in EEO/EO and D&I throughout DoD. Additionally, the Office of Equal Employment Opportunity Programs (EEOP) and DDR conducted mandatory EEO training for all WHS employees. Trainings included unlawful discrimination on protected bases (to include race and disability), overview of WHS workforce statistics based on race, gender, national origin, and disability. Moreover, 1,296 employees including managers, and team leads received on-line and classroom style EEO and Diversity training; the modules also includes the reasonable accommodations process. The HRD Individual and Organizational Development Division (I&OD) continues to train new supervisor to address challenges they may encounter and provided the knowledge, skills, and tools necessary to successfully manage a diverse workforce.

Social Media: WHS began coordination with the Public Affairs communication team to implement social media recruitment through social media platforms such as: LinkedIN, Facebook, Twitter, and through the DoD Blog; posting of content to include: job fairs, new position opportunities, upcoming events, and more relating to the Diversity, Disability and Recruitment program with a goal to reach broader audience of highly desired candidates to fill the crucial positions in IT, security, and cybersecurity.

Awareness: DDR provided information regarding the Pathways and other WHS recruitment programs to approximately 40 educational institutions.

Audit of Supervisory Critical Element: All DoD SES Performance plans include a Diversity and Inclusion element/performance requirement that was developed by Office of Personnel Management (OPM) and is used Federal-wide. In FY 2018, a random sample of the WHS customer base revealed that approximately 68% of supervisors were rated on this element. WHS is promoting 100% incorporation into

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

performance plans in FY 2018.

WHS Accessibility Task Force: WHS re-established the WHS Accessibility Task Force to advocate and provide a voice for persons with disabilities in buildings owned and operated by WHS. WHS and DoD's Office of Defense Management Equal Opportunity created a smaller sub-committee, the WHS Accessibility Working Group, who are dedicated to addressing and resolving the accessibility concerns brought forward by the WHS Accessibility Task Force. Both groups meet quarterly to discuss facility accessibility issues and to resolve and address concerns. Facilities Services Directorate (FSD) co-hosted accessibility town halls to solicit input from facility tenants and management, accessibility advocates, and disability program managers. In FY 2018, the group began work on developing tactile maps and signage for two Pentagon locations. Additionally, Mr. David Shaffer, Access Policy Officer and Americans with Disabilities Act Ombudsman, Office of ADA Policy and Planning, Department of Access Services, Washington Metropolitan Area Transit Authority was keynote speaker at the quarterly meeting on Feb 6, 2018.

ELEMENT 4. PROACTIVE PREVENTION

Reasonable Accommodations (RA): WHS ensured all new employees were aware of the RA program and assistive technologies available to modify workspaces and/or effectively help those requesting accommodations with their acclimation to the workplace. In FY 2018, the Agency managed 107 RA cases, compared to 94 in FY 2017. All requests for RA were processed within the 30-day timeframe required by Administrative Instruction 114.

Anti-Harassment Policy Statement: The FY 2018 Anti-Harassment policy statement was signed and distributed to the workforce, as well as provided as part of the following training modules: EEO & Diversity, HR & Leadership for New Supervisors, and Team Leader Training. The formal antiharassment procedures that are separate from the EEO process are currently in coordination to be implemented as a WHS administrative instruction.

PWD Reports (Leadership Meeting): The Agency continued to provide reports to Senior Leaders on a quarterly basis. The report provided data analysis, trends, and the current status of the People with Disabilities (PWD) workforce for each Directorate. The Agency's Senior Leaders are committed to increasing and promoting diversity and inclusion, as well as achieving and retaining the DoD goal of 2% of hiring People with Targeted Disabilities (PWTD). For the first time, during 2018 the WHS on-board

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

ratio exceeded 2%; WHS also exceeded the 12% goal for PWD. The goal for the next fiscal year is to continue to place a strategic focus on increasing and retaining the numbers of PWD within the Agency. DDR also educated WHS about the EEOC goal for federal agencies of 12% employees with reportable disabilities.

ELEMENT 5. Efficiency

Alternate Dispute Resolution (ADR): The ADR Program provided essential services that contributed to the WHS mission by helping employees resolve disputes, address workplace concerns, and manage conflict when it arises. Additionally, the ADR Program provided managers with services to assist in assessing the workplace environment so that issues can be addressed early. In FY 2018, the ADR program office conducted 15 mediations to address EEO complaints of alleged discrimination and five sessions to address non-EEO workplace issues; the office also facilitated four climate surveys, three sensing sessions, and one group facilitation. Other activities included conducting six training sessions titled "Basics of Conflict Management and the ADR Process." EEOP hosted its annual ADR Symposium with workshops, speakers, and various displays showing the benefits and examples of what to expect within the ADR process. The EEO Complaints Manager and the EEO Specialists actively encourage the use of ADR at each stage of the complaint process, providing positive information on ADR and its benefits in EEO related matters.

CMO Office of the Ombudsman: The CMO and WHS Office of the Ombudsman is a resource where independent, impartial conflict resolution is provided in an informal and confidential forum to hear and help address individual and systemic organizational concerns. Employees (civilian, military, contractor) may bring the full scope of issues to the Ombudsman including the mission, organization, policies, programs, practices and systemic issues confronting the workforce. With a view to enabling mission success, the Ombudsman engages employees and senior leaders from all organizational units to raise perceived improprieties, identify complaint patterns and systemic trends, explore non-adversarial approaches for resolving problems, promote better communication, foster constructive dialogue, increase collaboration, improve transparency, and facilitate equitable outcomes. At the time of reporting the issues and concerns raised to the office of the Ombudsman were within the top three reporting categories of 1) Values, Ethics and Standards, 2) Evaluative Relationships and 3) Mission, Strategy and Organizational Concerns. In 2018 the Office of the Ombudsman received 263 visitors addressing 382 issues.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

Complaints (Status and Update): During FY 2017, 66 pre-complaints resulted in 39 individuals filing formal complaints. There were four settlements and 19 withdrawals (no complaints filed). Most of the formal EEO complaints were based on claims of age, disability, and/or sex discrimination. ADR was offered 17 times (reflecting approximately a 26% offer rate) and 15 individuals (approximately 94%) elected ADR. The Agency continued to utilize the MicroPact iComplaints software to track and process complaints in accordance with regulatory timelines.

ELEMENT 6. RESPONSIVENESS AND LEGAL COMPLIANCE

Compliance with EEOC: WHS fully complied with all Laws, including EEOC regulations, Orders, Decisions, and Settlements Agreements. All documents requiring legal sufficiency review were coordinated with WHS, Office of General Counsel (OGC). EEOP posted all required No Fear Act information, provided required training, and timely filed MD-715, EEOC Form 462 reports, and other reports required by EEOC and OPM. WHS timely implemented necessary corrective actions such as facility postings, training, and reviewed disciplinary actions as appropriate.

Office of General Counsel: EEOP continued to maintain a cooperative relationship with WHS OGC, DPAA OGC, and DSCA OGC and consulted on legal issues, matters of mutual interest and sought advice and expertise when dealing with unique situations.

EEO Investigations: Investigations were completed by the DoD, Defense Human Resources Agency (DHRA), Diversity Management Operations Center (DMOC), Investigations and Resolutions Directorate (IRD). EEOP does not control the timeframes for investigations but expected IRD to adhere to the 180 calendar-day timeframe allowed for such investigations. EEOP took proactive steps to ensure that IRD was timely notified of a request for investigations, submitted case files prior to their request for documents, and responded to requests in a timely manner.

EEO, Diversity, and HR Training. WHS proactively engaged in various training efforts that had as a foundation, the EEOC compliance requirements. Trainings included unlawful discrimination on protected bases (to include race and disability), and an overview of WHS workforce statistics based on race, gender, national origin, and disability. Seven hundred and three (703) employees including managers, and team leads received classroom style EEO and Diversity training; the module also included the reasonable accommodations process. The HRD Individual and Organizational Development Division (I&OD) continued to train new supervisors to address challenges they may encounter and provide the knowledge,

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

skills, and tools necessary to successfully manage a diverse workforce.

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

This year's workforce analysis provides information regarding the current composition of the WHS and Serviced Component workforce and identified multi-year employment trends impacting the workforce as a whole. Demographic data was extracted from the Business Objects Enterprise Reporting Service (BOERS). The U.S. Census Bureau 2010 National Civilian Labor Force (NCLF)¹ census data was used as a benchmark.

At the end of FY 2018, the total workforce (permanent and temporary) of WHS and serviced components increased from 6,098 to 6,128 representing a positive net change of 0.5%. The overall workforce consists of 3,962 (64.65%) males and 2,166 (35.35%) females, representing a net change of -0.32 and 0.32, respectively.

¹ The NCLF is derived from the United States Census and reflects persons 16 years of age or older who were employed or seeking employment, excluding those in the Armed Services. NCLF data used in this report is based on the 2010 Census.

Hispanics (males and females) and White females have low participation rates when compared to the appropriate benchmarks (*Table A-1*):

Hispanic males – 5.25% versus NCLF of 8.36%

Hispanic females – 4.72% versus NCLF of 6.22%

White females – 12.49% versus NCLF of 31.48%

The overall representation of WHS and Serviced Components employees by race/national origin has remained relatively constant over the last five years. Hispanic representation has steadily increased during this period but remains below the NCLF; for their respective demographics, males are -5.25% below the NCLF; females -4.72% below the NCLF. Representation of White females has steadily declined; however, White male representation exceeds the NCLF by 9.24%, while White females representation is less than expected (18.99%). Data reflects a greater than expected representation of Black and Native Hawaiian/Pacific Islander employees as well as employees who identified as two or more races. Conversely, representation of Asian representation is lower than expected when compared to the NCLF. (*Table A-1*)

DoD adopted the Federal goal of 2% for hiring PWTD; in addition, WHS strives to meet the goal of 12% of on-board employees with reportable disabilities.² In FY 2018, the Agency hired 23 employees (8.55%) who reported having a disability and 5 employees (1.86%) who reported having a targeted

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

disability. PWTD comprise 1.06% of the workforce of WHS and Serviced Components. Employees with reportable disabilities are now 9.20% of the total workforce, compared to 9.15% at the end of FY 2017. (Table B1)

When compared to the Federal goals for employment of people with disabilities:

PwD – 9.20 versus Federal goal of 12%

PWTD – 1.06% versus Federal goal of 2%

Upward Mobility Analysis

Consistent with MD-715's requirement to assess whether any policy, practice, procedure, or condition lead to a negative correlation with race, national origin, gender or disability, WHS reviewed demographic data to determine whether particular groups are hindered from reaching the highest levels of leadership despite their presence in positions that comprise the feeder pools. Additionally, EEOC instructs agencies to identify instances where the participation rate for a group occupying a higher level position is lower than the corresponding participation rate in the lower level feeder pools for that positions. (Tables A and B 3-1, 3-2; A and B 4-1; A and B 4-2; A and B 11; and A and B 13).

In FY 2018, the following groups had a lower representation rate at the higher pay levels as compared to the pay distribution for the total workforce:

Hispanic males at GS 15 and SES

Hispanic females at GS 15 and SES

White females at GS 15 and SES

African American males at GS 14 and 15 and SES

African American females above GS 13

Employees with targeted disabilities above GS 12

In FY 2018, additional analysis revealed when employees who have a graduate degree or education beyond a graduate degree are examined, generally, they progress within their demographic as expected until

In this analysis:

Hispanic males, White males, White females, Black males, Asian males and females progressed to GS-15 before registering a sharp decrease in representation at the SES level.

Hispanic females improved from GS-13 to GS-14 before beginning a downward trend to the SES

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

level.

Black females hovered in the 30-35% range before a sharp decrease at the SES level.

In FY 2018, we also examined employees who had an undergraduate degree but less than a Master's degree.

In this analysis:

Hispanic males at senior pay levels have their greatest representation at the GS-15 level, but representation decreases significantly at the SES level.

Hispanic females have their greatest representation at the GS-13 level, and then decrease to no representation at the SES level.

White males and females have their greatest representation increases exponentially from GS-13 to GS-15; however, data reflects no White males at the SES level and a major decrease for White females.

In general, Black males and females, as well as Asian females are most highly represented at the GS-13 level with a downward trend to SES.

Asian males are most highly represented at the GS-14 level with a subsequent decrease in representation through the SES level.

Applicant Flow Data

In FY 2016, HRD acquired access to the applicant flow data directly from the OPM's USA Staffing Manager system. Due to lingering technical issues, WHS again received less than comprehensive applicant flow data for FY 2018, precluding sufficient analysis.

Major Occupations

WHS has seven major occupation groups: general attorney (0905), miscellaneous administration and programs (0301), information technology management (2210), police (0083), management and program analysis (0343), foreign affairs (0130), and security administration (0080). In FY 2018, there were 5,396 permanent employees. Of these permanent employees, there were 200 general attorneys, 711 miscellaneous administration and programs specialists, 106 information technology specialists, 710 police officers, 610 management and program analysts, 226 foreign affairs specialists, and 783 security administrators. Total males for miscellaneous administration and programs, information technology

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

management, police and foreign affairs and security administration participated above the occupational Relevant Civilian Labor Force (NCLF) rates. There were several instances where WHS employee strength was more than 5% below their occupational NCLF rates, to include White females in all major occupations except 0130 and White males in series 0080. Hispanics were underrepresented in all major occupations except for males in the 0803 series. Black/African Americans were strong except in the 0130 and 0905 job series. (Table A6).

New Hires

WHS and serviced components hired 269 permanent and 207 temporary employees in FY 2018.

Overall, females were hired for permanent positions (34.1%) at a lower rate than males (65.9%).

Whites (68.03%) were hired at almost three times the rate of Black/African Americans (22.3%); the next highest hire rate was Asians at 3.72%. A total of 7 Hispanics were hired at a rate of 2.6%. There were 59 permanent and 12 temporary PWDs hired in FY 2018 (See Table B7 & B7T).

Employee Recognition and Awards

A review of Table A13 reflects that males were given more time-off awards than females. Males received in excess of 66% of all time-off awards as compared to approximately 34% of all time-off awards to females. Similarly, males received a higher percentages of cash awards than females in each category; males received twice as many awards of \$501+. Consistent with representation in the workforce, White and Black employees received the highest percentage of recognition and awards.

On average, in the category of cash awards \$100-\$500, males received higher cash awards than females (\$455 versus \$389). A review of Table B13 depicts the average cash award for PWD was commensurate with all employees (\$431); however, PWT D was higher at \$480.

For cash awards of \$501 and more, males received 66% of these awards, with an average of \$3,255, while females received a slightly higher average award of \$3,390. Cash awards of \$501 or more for PWD averaged \$2,282 (down from \$3,082 in FY 2017). (See Tables A13 & B13).

Selections for Internal Competitive Promotions for Major Occupations

At this juncture, WHS does not have access to applicant flow data for internal selections, but will have access to that information through the USA Staffing Cognos application for FY 2018. (Table A9)

Employee Separations

There were a total of 693 employee separations, of which 96.0% were Voluntary and 4.0% were

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

Involuntary (*Tables A14 & B14*). Females voluntarily separated at 33.83% which is slightly lower than overall representation at 35.35%. Of the 693 voluntary separations, 24 (3.6%) were Hispanic, 474 (71.3%) were White, 128 (19.3%) were African American, 18 (2.7%) were Asian, 1 (0.2%) was American Indian, and 7 (1%) were Two or More Races. Also, there were 28 involuntary separations of which 17.86% were females and 82.14% males; of the 23 males, 15 (53.57%) were White, eight (17.86%) Black, one AI/AN (3.57%) and 3 Two or more races (10.71%). White females, who constitute 35.35% of the overall workforce, had five involuntary separations (17.86%). There were five PwTD (0.9%) who voluntarily separated from the Agency, while none were involuntarily separated, each of which was below their representation in the overall workforce.

Hispanics in the Federal Workforce

The following triggers were identified:

Total workforce:

Hispanic males – 5.25% versus NCLF of 8.36%

Hispanic females – 4.72% versus NCLF of 6.22%

Upward mobility analysis

The following groups had a lower representation rate at the higher pay level as compared to the pay distribution of the total workforce:

Hispanic males at GS 15 and SES

Hispanic females at GS 15 and SES

Hispanic males and females progressed to GS-14 before registering a sharp decrease in representation at the SES level.

Major occupations (Table A6, Permanent)

Hispanics were well underrepresented in all major occupations with males only slightly underrepresented in the 0083 series.

New Hires (Table A8)

A total of 29 Hispanics were hired at a rate of 1.13%. Both males and females were hired at rates lower than their presence in the NCLF.

Separations (Table A14)

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

Separations were well below NCLF representation; 8 females (1.15%) and 16 males (2.31%) were separated (no separations were involuntary).

Solutions

HRD provides periodic updates to leadership and the workforce on the recruitment and employment of Hispanics/Latinos. Also, consistent with the WHS Targeted Recruitment Plan, HRD provides feedback about current office operations with the goal of determining alternative methods to increase the success of the office's programs. The Plan is based on participation and efforts of WHS leadership, directorates and offices, and the HRD Recruitment and Outreach specialists. HRD requested that each office assign a representative to partner with the recruitment and outreach specialists. In 2016, HRD established Customer Account Managers (CAMS) to serve as liaisons between HRD and the customer. The CAMS:

provide feedback to HRD about operations of their assigned customers;

assist customers with determining alternative methods to increase the success of the office's programs through utilization of special appointment authorities (e.g. Student Education

Employment Program, Temporary Summer Hire Authority, Presidential Management Intern (PMI) authority);

partner with customers and DDR on opportunities for recruitment and advancement of employees with targeted disabilities, to include Hispanic/Latinos; and

assist customers with developing customer-specific, office-specific, and occupation-specific hiring from the Hispanic/Latino community.

WHS utilizes student outreach and the Pathways Recent Graduates and Internship programs to broaden WHS' recruitment reach into educational institutions with diverse populations, to include Hispanics/Latinos. We continue to advertise internships, both paid and unpaid, at Hispanic Serving Institutions (HSIs).

HRD, DDR coordinated with the Public Affairs communication team to implement social media recruitment through social media platforms such as: LinkedIN, Facebook, Twitter, and through the DoD Blog. Posted content to include: job fairs, new position opportunities, upcoming events, and more relating to the Diversity, Disability and Recruitment program with a goal to reach a broader audience of highly desired candidates, inclusive of Hispanics/Latinos, to fill the crucial positions in IT, security, and

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

cybersecurity.

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

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EXECUTIVE SUMMARY: PLANNED ACTIVITIES

WHS will renew its barrier analysis effort for 2018, with an attendant review of WHS's policies, practices to leverage diversity and inclusion in areas to include: recruitment, performance management, training, learning and development, and mentoring. WHS will use data driven strategies to advance representational diversity and inclusion through its 2018 Targeted Recruitment Plan with focus on Hispanic males and females, White females, and People with Disabilities.

As part of the recruitment and training strategies, WHS will integrate social media to publicize use of the special hiring authorities and positions in major occupations with underrepresentation of certain groups. We will incorporate more training of DDR employees and collaboration with customers and customer account managers (CAMS), who are assigned to facilitate human resources services to specific customers in our serviced populations.

WHS will utilize applicant flow data to identify potential barriers to hiring a diverse workforce, and review hiring processes to provide recommendations on the removal of barriers to the inclusion of candidates with disabilities and targeted disabilities.

WHS will continue to develop and advocate for the business case for the establishment of the consolidated reasonable accommodations fund (CRAF).

WHS will continue to develop and implement required policies.

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

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

[Redacted] am the
(Insert Name Above) (Insert official title/series/grade above)

Principal EEO Director/Official for

[Redacted]
(Insert Agency/Component Name above)

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

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

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

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

[Redacted]
Date

[Redacted]
Signature of Agency Head or Agency Head Designee

[Redacted]
Date

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

Essential Element: A Demonstrated Commitment From agency Leadership

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.1. The agency issues an effective, up-to-date EEO policy statement.				
	A.1.a. Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	X			Yes 10/1/2018
	A.1.b. Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.2. The agency has communicated EEO policies and procedures to all employees.				
	A.2.a. Does the agency disseminate the following policies and procedures to all employees:				
	A.2.a.1. Anti-harassment policy? [see MD 715, II(A)]	X			Yes
	A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]	X			Yes
	A.2.b. Does the agency prominently post the following information throughout the workplace and on its public website:				
	A.2.b.1. The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	X			Yes
	A.2.b.2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 CFR §1614.102(b)(5)]	X			Yes
	A.2.b.3. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	X			Yes
	A.2.c. Does the agency inform its employees about the following topics:				
	A.2.c.1. EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often and the means by which such training is delivered.	X			Yes
	A.2.c.2. ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	X			Yes
	A.2.c.3. Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	X			Yes
	A.2.c.4. Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	X			Yes
	A.2.c.5. Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR §2635.101(b)] If "yes", please provide how often.	X			Yes
 Compliance Indicator		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	A.3. The agency assesses and ensures EEO principles are part of its culture.	Yes	No	N/A	
	A.3.a. Does the agency provide recognition to employees, supervisors, managers and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section. .	X			Yes
	A.3.b. Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

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

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.1. The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.				
	B.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	X			Yes
	B.1.a.1. If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	X			Yes
	B.1.a.2. Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	X			Yes
	B.1.b. Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	X			Yes
	B.1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	X			Yes
	B.1.d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.2. The EEO Director controls all aspects of the EEO program.				
	B.2.a. Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)] If not, identify the office with this authority in the comments column.	X			Yes
	B.2.b. Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	X			Yes
	B.2.c. Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			Yes
	B.2.d. Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.e. Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	X			Yes
	B.2.f. Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	X			Yes
	B.2.g. If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2); (c)(3)]	X			Yes
 Compliance Indicator		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	B.3. The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Yes	No	N/A	
	B.3.a. Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	X			Yes
	B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	B.4. The agency has sufficient budget and staffing to support the success of its EEO program.				
	B.4.a. Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:				
	B.4.a.1. to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	X			Yes
	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]	X			Yes
	B.4.a.11. to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	X			Yes
	B.4.a.2. to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	X			Yes
	B.4.a.3. to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	X			Yes
	B.4.a.4. to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	X			Yes
	B.4.a.5. to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	X			Yes
	B.4.a.6. to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	X			Yes
	B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.	X			Yes
	B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	X			Yes
	B.4.a.9. to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C. 1]	X			Yes
	B.4.b. Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	X			Yes
	B.4.c. Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	X			Yes
	B.4.d. Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	X			Yes
	B.4.e. Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills				
	B.5.a. Pursuant to 29 CFR §1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program:				
	B.5.a.1. EEO complaint process? [see MD-715(II)(B)]	X			Yes
	B.5.a.2. Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	X			Yes
	B.5.a.3. Anti-harassment policy? [see MD-715(II)(B)]	X			Yes
	B.5.a.4. Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	X			Yes
	B.5.a.5. ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	X			Yes
 Compliance Indicator		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	N/A	
	B.6. The agency involves managers in the implementation of its EEO program.				
	B.6.a. Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	X			Yes
	B.6.b. Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	X			Yes
	B.6.c. When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	X			Yes
	B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR §1614.102(a)(5)]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

Essential Element: C Management and Program Accountability

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.1. The agency conducts regular internal audits of its component and field offices.				
	C.1.a. Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	X			Yes
	C.1.b. Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	X			Yes
	C.1.c. Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator	 Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	C.2. The agency has established procedures to prevent all forms of EEO discrimination.				
	C.2.a. Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			Yes
	C.2.a.1. Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	X			Yes
	C.2.a.2. Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	X			Yes
	C.2.a.3. Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			Yes
	C.2.a.4. Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	X			Yes
	C.2.a.5. Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	X			Yes
	C.2.a.6. Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]	X			Yes
	C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]	X			Yes
	C.2.b.1. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]	X			Yes
	C.2.b.2. Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	X			Yes
	C.2.b.3. Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]	X			Yes
	C.2.b.4. Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]	X			Yes
	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.	X			Yes
	C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]	X			Yes
	C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.3. The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.				
	C.3.a. Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	X			Yes
	C.3.b. Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:				
	C.3.b.1. Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	X			Yes
	C.3.b.2. Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	X			Yes
	C.3.b.3. Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	X			Yes
	C.3.b.4. Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	X			Yes
	C.3.b.5. Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	X			Yes
	C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	X			Yes
	C.3.b.7. Support the EEO program in identifying and removing barriers to equal opportunity?. [see MD-715, II(C)]	X			Yes
	C.3.b.8. Support the anti-harassment program in investigating and correcting harassing conduct?. [see Enforcement Guidance, V.C.2]	X			Yes
	C.3.b.9. Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	X			Yes
	C.3.c. Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	X			Yes
	C.3.d. When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.				
	C.4.a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	X			Yes
	C.4.b. Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	X			Yes
	C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	X			Yes
	C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	X			Yes
	C.4.e. Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	X			Yes
	C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			Yes
	C.4.e.3. Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X			Yes
	C.4.e.4. Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	X			Yes
	C.4.e.5. Assist in preparing the MD-715 report? [see MD-715, II(C)]	X			Yes
 Compliance Indicator	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	C.5.a. Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR §1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	X			Yes
	C.5.b. When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			One finding of discrimination where the management official is no longer with the Agency.
	C.5.c. If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post mortem to discuss lessons learned)? [see MD-715, II(C)]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.6. The EEO office advises managers/supervisors on EEO matters.			N/A	
C.6.a. Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.		X			Yes
C.6.b. Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]		X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

Essential Element: D Proactive Prevention

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.1. The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Yes	No	N/A	
	D.1.a. Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	X			Yes
	D.1.b. Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	X			Yes
	D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR §1614.203(d)(1)(iii)(C)]	X			Yes
 Compliance Indicator		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	D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Yes	No	N/A	
	D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	X			Yes
	D.2.b. Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	X			Yes
	D.2.c. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	X			Yes
	D.2.d. Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.3. The agency establishes appropriate action plans to remove identified barriers.	Yes	No	N/A	
	D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	X			Yes
	D.3.b. If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	X			Yes
	D.3.c. Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	X			Yes
 Compliance Indicator		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	D.4. The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Yes	No	N/A	
	D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.	X			Yes
	D.4.b. Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR §1614.203(d)(1)(i)]	X			Yes
	D.4.c. Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR §1614.203(d)(1)(ii)(A)]	X			Yes
	D.4.d. Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR §1614.203(d)(7)(ii)]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

Essential Element: E Efficiency

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.				
E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?		X			Yes
E.1.b. Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?		X			Yes
E.1.c. Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?		X			Yes
E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.		X			Yes
E.1.e. Does the agency ensure that all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?		X			Yes
E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?		X			Yes
E.1.g. If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?		X			Yes
E.1.h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?		X			Yes
E.1.i. Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?		X			Yes
E.1.j. If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.		X			Yes
E.1.k. If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]		X			Yes
E.1.l. Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]		X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.2. The agency has a neutral EEO process.			N/A	
	E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.	X			Yes
	E.2.b. When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/ location of the attorney who conducts the legal sufficiency review in the comments column.	X			Yes
	E.2.c. If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	X			Yes
	E.2.d. Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	X			Yes
	E.2.e. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)]	X			Yes
 Compliance Indicator		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	E.3. The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.			N/A	
	E.3.a. Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	X			Yes
	E.3.b. Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	X			Yes
	E.3.c. Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	X			Yes
	E.3.d. Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	X			Yes
	E.3.e. Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	X			Yes
	E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.				
	E.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:				
	E.4.a.1. Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	X			Yes
	E.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	X			Yes
	E.4.a.3. Recruitment activities? [see MD-715, II(E)]	X			Yes
	E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	X			Yes
	E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]	X			Yes
	E.4.a.6. The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	X			Yes
	E.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	X			Yes
 Compliance Indicator		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	E.5. The agency identifies and disseminates significant trends and best practices in its EEO program.	Yes	No	N/A	
	E.5.a. Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	X			Yes
	E.5.b. Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	X			Yes
	E.5.c. Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

Essential Element: F Responsiveness and Legal Compliance

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	F.1. The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.				
	F.1.a. Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	X			Yes
	F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]		X		Payroll is handled by Defense Finance Accounting Service (DFAS)
	F.1.c. Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	X			Yes
	F.1.d. Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	X			Yes
	F.1.e. When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	X			Yes
 Compliance Indicator		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	F.2. The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Yes	No	N/A	
	F.2.a. Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	X			Yes
	F.2.a.1. When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	X			Yes
	F.2.a.2. When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	X			Yes
	F.2.a.3. When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	X			Yes
	F.2.a.4. Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	F.3. The agency reports to EEOC its program efforts and accomplishments.				
F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]		X			Yes
F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]		X			Yes

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Plan to Attain Essential Elements

PART H.1

STATEMENT of
MODEL PROGRAM
ESSENTIAL ELEMENT
DEFICIENCY:

F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]

Payroll is handled by Defense Finance Accounting Service (DFAS). No action can be taken by agency.

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Plan to Eliminate Identified Barriers

PART I.1

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>WHS identified these triggers by analyzing various MD-715 data tables (A1, A4-1, A6, A8, A-9, A-10A-12, & A14). Hispanic males and females are not hired at rates matching their availability in the NCLF. They are also below the occupational CLF in several job series.</p>									
<p>STATEMENT OF BARRIER GROUPS:</p>	<p><i>Barrier Group</i></p> <hr/> <p>Hispanic or Latino Males</p> <p>Hispanic or Latino Females</p>									
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>										
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>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>WHS identified these triggers by analyzing various MD-715 data tables (A1, A4-1, A6, A8, A-9, A-10A-12, & A14). Hispanic males and females are not hired at rates matching their availability in the NCLF. They are also below the occupational CLF in several job series.</p>									
<p>Objective</p>	<p>Utilize DefenseReady as a mechanism to track information on Agency vacancies, to include recruitment as available..</p> <table border="1" data-bbox="751 909 1047 1056"> <tr> <td>Date Objective Initiated</td> <td>Sep 30, 2019</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Sep 30, 2019</td> </tr> </table> <p>Analyze separation data to evaluate and explore the correlation between length of service and separation</p> <table border="1" data-bbox="751 1119 1047 1266"> <tr> <td>Date Objective Initiated</td> <td>Sep 30, 2019</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Sep 30, 2019</td> </tr> </table>		Date Objective Initiated	Sep 30, 2019	Target Date For Completion Of Objective	Sep 30, 2019	Date Objective Initiated	Sep 30, 2019	Target Date For Completion Of Objective	Sep 30, 2019
Date Objective Initiated	Sep 30, 2019									
Target Date For Completion Of Objective	Sep 30, 2019									
Date Objective Initiated	Sep 30, 2019									
Target Date For Completion Of Objective	Sep 30, 2019									
<p>Responsible Officials</p>	<p>Pamela R. Sullivan, Director, Office of Equal Employment Director, Office of Equal Employment Opportunity Program</p>									
<p>Planned Activities Toward Completion of Objective</p>	<p>Planned Activity</p> <p>The CAMS:</p> <ul style="list-style-type: none"> •provide feedback to HRD about operations of their assigned customers; •assist customers with determining alternative methods to increase the success of the office's programs through utilization of special appointment authorities (e.g. Student Education Employment Program, Temporary Summer Hire Authority, Presidential Management Intern (PMI) authority); •partner with customers and DDR on opportunities for recruitment and advancement of employees with targeted disabilities, to include Hispanic/Latinos; and •assist customers with developing customer-specific, office-specific, and occupation-specific hiring from the Hispanic/Latino community. 	<p>Target Date</p> <p>Sep 30, 2019</p>								

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Plan to Eliminate Identified Barriers

Report of Accomplishments and Modifications to Objective

HRD provides periodic updates to leadership and the workforce on the recruitment and employment of Hispanics/Latinos. Also, consistent with the WHS Targeted Recruitment Plan, HRD provides feedback about current office operations with the goal of determining alternative methods to increase the success of the office's programs. The Plan is based on participation and efforts of WHS leadership, directorates and offices, and the HRD Recruitment and Outreach specialists. HRD requested that each office assign a representative to partner with the recruitment and outreach specialists. In 2016, HRD established Customer Account Managers (CAMS) to serve as liaisons between HRD and the customer.

PART I.2

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?

WHS permanent workforce data (Table A1) reflects a low representation rate for females (35.3%) compared to their availability in the NCLF (48.1%). Specifically, White females (18.63%) are below the NCLF (34.03%).

STATEMENT OF BARRIER GROUPS:

Barrier Group

All Women

BARRIER ANALYSIS:

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

STATEMENT OF IDENTIFIED BARRIER:

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

While WHS does conduct targeted recruitment, it has not resulted in a higher percentage of applications from Females so that the applicant rate is closer to their ratio in the NCLF. WHS will also analyze applicant flow data in 2018.

Objective

Recruitment efforts will target qualified Females. WHS will also attempt to obtain more information on the reasons for separations.

Date Objective Initiated | Mar 10, 2009

Target Date For Completion Of Objective | Sep 30, 2019

Responsible Officials

Christopher Kapellas Director, HRD

Planned Activities Toward Completion of Objective

Planned Activity

Implement the recruitment plan and monitor results via applicant flow data.

Target Date

Sep 30, 2019

Report of Accomplishments and Modifications to Objective

A comprehensive recruitment plan consists of strategies targeted for hiring of Females. Part of the strategy will be to establish a rapport and partnerships with Women's and Veterans' organizations/associations, networking events as well as identify methods to attract, train and retain Females to the Agency. WHS anticipates hosting a seminar in conjunction with OPM to explore pathways for women to attain senior executive status and employment.

DOD Office of the Secretary/Washington Headquarters Services

For period covering October 1, 2017 to September 30, 2018

Plan to Eliminate Identified Barriers

PART I.3

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?

The Table A4-2 was analyzed. Each group's participation rate in each pay level was compared to the ratio of the total workforce in that pay level. The above discrepancies were noted.

STATEMENT OF BARRIER GROUPS:

- Barrier Group*
- Hispanic or Latino Males
 - Hispanic or Latino Females
 - Black or African American Males
 - Black or African American Females

BARRIER ANALYSIS:

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

STATEMENT OF IDENTIFIED BARRIER:

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

There is a need to compile relevant data and perform detailed analysis on potential barriers from the GS 13 to SES (e.g., internal selection data and applicant flow data).

Objective

WHS will continue to examine workforce data and collect feedback fr

Date Objective Initiated	Mar 10, 2009
Target Date For Completion Of Objective	Sep 30, 2019

Responsible Officials

Christopher Kapellas Director, HRD

Planned Activities Toward Completion of Objective

Planned Activity	Target Date
Establish Special Retention Programs (SRPs)	Sep 30, 2019
Align Special Retention Programs (SRPs) with WHS and Supported Organization Goals	Dec 31, 2019

Report of Accomplishments and Modifications to Objective

Similar to how Special Employment Programs incentivize potential new talent to join WHS-supported organizations, Special Retention Programs can incentivize existing talent to remain. WHS efforts along these line improve overall diversity efforts, though for the purpose of this recruiting strategy, efforts ensure a more robust internal source of candidates to recruit for openings. Efforts to create these programs will begin in the late summer of 2019, targeting groups with lower retention and representation at higher ranks.

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

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

Section I: Efforts to Reach Regulatory Goals

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

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

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

The percentage of PWD in the GS-1 to GS-10 cluster was 8.21% in FY 2018, which falls below the goal of 12%.

*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d) (7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

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

- | | | |
|--------------------------------|--------|----|
| a.Cluster GS-1 to GS-10 (PWTD) | Answer | No |
| b.Cluster GS-11 to SES (PWTD) | Answer | No |

N/A

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

WHS utilized a variety of methods to include Training (HR & Leadership for New Supervisors; annual EEO and Diversity Training); quarterly newsletter, quarterly Leadership meetings, and the annual policy.

Section II: Model Disability Program

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

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

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

Answer Yes

N/A

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

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	2	0	2	ST Pettiford, HR Specialist Disability Recruitment -
Answering questions from the public about hiring authorities that take disability into account	3	0	3	ST Pettiford, HR Specialist Disability Recruitment -
Special Emphasis Program for PWD and PWTD	3	0	3	ST Pettiford, HR Specialist Disability Recruitment -
Processing reasonable accommodation requests from applicants and employees	2	0	2	Dr. Edna Johnson, Disability and Reasonable Edna.e.johnson.civ@mail.mil
Section 508 Compliance	1	0	4	Theresa Gary, Section 508 Theresa.b.gary2.civ@mail.mil
Architectural Barriers Act Compliance	3	0	0	Ariam Kloehn, Facility Accessibility Program WHS.Accessibility@mail.mil

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

Answer Yes

Disability Program Manager (EEOC), ADA and RA Training (NELI)

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Answer Yes

N/A

Section III: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

In FY 2018, the Agency hired 23 employees (8.55%) who reported having a disability and 5 employees (1.86%) who reported having a targeted disability. PWTD comprise 1.06% of the workforce of WHS and Served Components. Employees with reportable disabilities are now 9.20% of the total workforce, compared to 9.15% at the end of FY 2017. WHS continues to work closely with Gallaudet University and other major local universities and disability interest institutions in the National Capital Region. WHS attends prioritized events focused on disabled veterans, individuals with targeted disabilities including the Hiring our Heroes career event.

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

Inclusion of a specific statement in vacancy announcements related to Special Appointing Authorities, to include veterans with a disability rating of 30% or more, with links to informative webpages that further explain and clarify those appointment types. (See Attachment B) Continue utilization of special hiring authorities and job development programs for veterans, to include veterans with a disability rating of 30% or more. To this end, HRD will continue to educate hiring managers on the use of special appointing authority for 30% or more disabled veterans. Additionally WHS will seek to include veteran employees with disabilities as recruitment and outreach consultants. Continued utilization of OPM shared (Bender) list to place individuals with reportable and targeted disabilities.

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

WHS created searchable applicant database that can be used for Disabled Veterans, Pathways Interns, and recent graduates. Applicants must submit all supporting documentation to Special Employment Program (SEP) employees, who verify eligibility before adding applicants to the WHS database. Efforts to improve use of the database is ongoing.

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

Answer Yes

WHS utilized a variety of methods to include Training (HR & Leadership for New Supervisors; annual EEO and Diversity Training); quarterly newsletter, quarterly Leadership meetings, and the annual policy.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

Special Employment Program employees maintain current relationships with vocational rehabilitation offices, state employment offices, veterans' organizations, colleges/universities and other facilities to obtain applications from disabled veterans. They participate in a DoD department-wide recruiter's consortium to share ideas and information to improve recruitment efforts.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

a. Cluster GS-1 to GS-10 (PWTD) Answer Yes

b. Cluster GS-11 to SES (PWTD) Answer Yes

Same as described in this section.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for MCO (PWD) Answer N/A

b. New Hires for MCO (PWTD) Answer N/A

N/A

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Qualified Applicants for MCO (PWD) Answer N/A

b. Qualified Applicants for MCO (PWTB)

Answer N/A

N/A

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTB among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Promotions for MCO (PWTB)

Answer N/A

b. Promotions for MCO (PWTB)

Answer N/A

N/A

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

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

A. ADVANCEMENT PROGRAM PLAN

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

The SEP employees endeavor to place PWD/PWTB employees in a billet that has promotion potential, when possible. Managers are encouraged to provide PWD/PWTB employees training for promotion to the next higher grade. DDR works with the Section 508 coordinator to insure that PWD/PWTB employees are provided appropriate accessible technology to enable them to perform the essential functions of their jobs, as well as participate in training and development opportunities.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

WHS has a standard training budget to allow employees to explore opportunities within or to stretch outside their functional area. Additionally, over 4,000 online courses are available through iCompass. Detail opportunities are encouraged. WHS also offers competitive Leader Development Programs, to include assessment tools, leadership development workshops (Leading at the Speed of Trust), assessment tools (Myers Briggs, StrengthsFinder, Benchmarks 360 surveys), executive coaching, and competitive leader development programs. These include Executive Leadership Development Program, White House Leadership Program, WHS Aspiring Leader Program, and the Key Executive Leadership Certificate Program, to name a few. WHS informs employees of OPM negotiated tuition reduction partnerships with post-secondary institutions.

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

Career Development Opportunities	Total Participants		PWD		PWTB	
	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)
Internship Programs	0	0	0	0	0	0
Fellowship Programs	3	2	0	0	0	0
Mentoring Programs	0	0	0	0	0	0
Coaching Programs	0	0	0	0	0	0
Training Programs	0	0	0	0	0	0
Detail Programs	0	0	0	0	0	0
Other Career Development Programs	135	55	8	6	0	0

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWD) Answer Yes
- b. Selections (PWD) Answer N/A

In FY 2018, triggers exist for PWD in all career development programs except at the GS 15 and SES levels.

4. Do triggers exist for PWTB among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWTB) Answer N/A
- b. Selections (PWTB) Answer N/A

In FY 2018, triggers exist for PWTB in all career development programs.

C. AWARDS

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

- a. Awards, Bonuses, & Incentives (PWD) Answer Yes
- b. Awards, Bonuses, & Incentives (PWTB) Answer Yes

In FY 2018, triggers exist for all PWD and PWTB employee recognition and awards, except PWD in the category of Cash Awards: \$100 - \$500.

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

- a. Pay Increases (PWD) Answer Yes
- b. Pay Increases (PWTB) Answer No

In FY 2017, a trigger exists for PWD who receive a quality step increase when comparing the overall inclusion rate of PWD to the rate of PWD who received quality step increases .

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

- a. Other Types of Recognition (PWD) Answer N/A
- b. Other Types of Recognition (PWTB) Answer N/A

n/a

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. SES
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A

c. Grade GS-14

i. Qualified Internal Applicants (PWD) Answer N/A

ii. Internal Selections (PWD) Answer N/A

d. Grade GS-13

i. Qualified Internal Applicants (PWD) Answer N/A

ii. Internal Selections (PWD) Answer N/A

WHS was unable to obtain applicant flow data to perform this analysis.

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

i. Qualified Internal Applicants (PWTD) Answer N/A

ii. Internal Selections (PWTD) Answer N/A

b. Grade GS-15

i. Qualified Internal Applicants (PWTD) Answer N/A

ii. Internal Selections (PWTD) Answer N/A

c. Grade GS-14

i. Qualified Internal Applicants (PWTD) Answer N/A

ii. Internal Selections (PWTD) Answer N/A

d. Grade GS-13

i. Qualified Internal Applicants (PWTD) Answer N/A

ii. Internal Selections (PWTD) Answer N/A

WHS was unable to obtain applicant flow data to perform this analysis.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWD) Answer N/A

b. New Hires to GS-15 (PWD) Answer N/A

c. New Hires to GS-14 (PWD) Answer N/A

d. New Hires to GS-13 (PWD) Answer N/A

N/A

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWTD) Answer N/A

b. New Hires to GS-15 (PWTD) Answer N/A

c. New Hires to GS-14 (PWTD) Answer N/A

d. New Hires to GS-13 (PWTD) Answer N/A

WHS was unable to obtain applicant flow data to perform this analysis.

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

b. Managers

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

c. Supervisors

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

WHS was unable to obtain applicant flow data to perform this analysis.

6. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

b. Managers

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

c. Supervisors

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

WHS was unable to obtain applicant flow data to perform this analysis.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWD)	Answer	N/A
b. New Hires for Managers (PWD)	Answer	N/A
c. New Hires for Supervisors (PWD)	Answer	N/A

WHS was unable to obtain applicant flow data to perform this analysis.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWTD)	Answer	N/A
b. New Hires for Managers (PWTD)	Answer	N/A

WHS was unable to obtain applicant flow data to perform this analysis.

Section V: Plan to Improve Retention of Persons with Disabilities

To be model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

Answer Yes

N/A

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

a. Voluntary Separations (PWD)

Answer No

b. Involuntary Separations (PWD)

Answer No

N/A

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

a. Voluntary Separations (PWTD)

Answer No

b. Involuntary Separations (PWTD)

Answer No

N/A

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

N/A

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

For information about Section 508: <http://dodcio.defense.gov/DODSection508.aspx>. Complaints should be addressed to the DoD Office of Diversity Management and Equal Opportunity (ODMEO) - <http://diversity.defense.gov>.

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

For questions or concerns about architectural barriers, individuals may visit <https://my.whs.mil/services/accessibility>. WHS does not have an internet address specific to rights under the Architectural Barriers Act, but complaints must be addressed to the DoD Office of Diversity Management and Equal Opportunity (ODMEO). <https://my.whs.mil/services/accessibility>

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

Installed curb cuts at Mark Center kiss and ride; developed a revised Mark Center evacuation strategy for PWD; addressed installation of a relief area for service animals; continuing to study alternative mobility access options that are more feasible for the Mark Center location; publication of tactile maps at the Pentagon to assist visually impaired individuals.

C. REASONABLE ACCOMMODATION PROGRAM

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

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

The average processing time for accommodation requests in FY 2018 was 10 days. The process has been enhanced by regular training of employees and supervisors. Further, the RAPM, her assistant, and the Team Lead are fully available to advise managers before and during the RA process.

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

WHS timely processes RA requests and timely approves accommodations. RA training for managers and supervisors is an integral part of the following training: HR and Leadership for New Employee, and EEO and Diversity for Supervisors. The RAPM regularly monitors accommodation requests and advises leadership of any trends.

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

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

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

WHS has completed drafting a PAS policy as part of the AI114 Reasonable Accommodation Issuance that is currently in the review stage. To date, WHS has processed no requests for PAS.

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

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

Answer Yes

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

Answer No

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

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

Answer No

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

Section VII: Identification and Removal of Barriers

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

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

Answer No

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTDD?

Answer No

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

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

N/A

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

N/A

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

N/A