

For period covering October 1, 2013 to September 30, 2014

PART A Department or Agency Identifying Information	1. Agency		1. Department of Defense Education Activity	
	1.a. 2nd level reporting component			
	1.b. 3rd level reporting component			
	1.c. 4th level reporting component			
	2. Address		2. 4800 Mark Center Drive	
	3. City, State, Zip Code		3. Alexandria Virginia 22350	
	4. CPDF Code	5. FIPS code(s)	4.	5.
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			10,054
	2. Enter total number of temporary employees			5,011
	3. Enter total number of contracted employees			0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			15,065
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Thomas M. Brady, Director	
	2. Agency Head Designee		2. Christine Megee, Chief, Diversity Management and Equal Opportunity (DMEO), GS-260-15 <u>Newly Appointed (12/01/14)</u>	
	3. Principal EEO Director/Official Title/series/grade		3. Alina Doreste-Johnson, Chief, Diversity Management and Equal Opportunity (DMEO), GS-260-15 (Retired 10/31/14)	
	4. Title VII Affirmative EEO Program Official		4. Deborah Premo, DMEO Deputy Chief (Retired 08/31/14)	
	5. MD-715 Preparer		5. Charles Montanez, Diversity/Disability Program Manager	
	6. Complaint Processing Program Manager		6. Allison Kennedy, Complaint Processing Program Manager	
	7. Disability/Special Emphasis Program Manager		7. Charles Montanez, Diversity/Disability Program Manager	

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The Department of Defense Education Activity (DoDEA) is pleased to submit its Management Directive 715 (MD-715) Equal Employment Opportunity (EEO) Program Status Report for Fiscal Year 2014 (FY14) and the EEO Plan for 2015.

This report was developed using the U.S. Equal Employment Opportunity Commission (EEOC) MD-715 self-assessment checklist, workforce data tables, complaints data (Annual 462 Report), and an ongoing review, assessment, and updating of Agency personnel, policies, practices, and procedures. Data for this report are based on comparisons against the Industry Civilian Labor Force (ICLF) statistics for our major occupation, 86% of our total employees are teachers. Data queried from our Educator's Applicant System (EAS), Department of Defense (DoD), Defense Logistics Agency (DLA), and Defense Civilian Personnel Data System (DCPDS) was also used to conduct trend analysis of workforce demographics to determine if a group was adequately represented when compared with the ICLF. If an area of concern is identified, action items are developed to address concerns in order to ultimately, eliminate barriers.

This year's report also describes DoDEA's FY14 accomplishments, and addresses affirmative efforts for FY15, some which were requested by the EEOC in their review on September, 15, 2014, and establishes objectives and action items for the advancement of women, minorities, individuals with disabilities and veterans, to include DoDEA's continued efforts to build and sustain a Model EEO Program.

This year, our Agency's accomplishments are especially noteworthy in light of extraordinary fiscal constraints and operational challenges in FY14, including significant budget reductions, increased vacancies on the DMEO staff, strategic Agency rebalancing, and continued hiring freezes. Many programs were merely sustained in FY14 due to the decline in resources. Similarly, budget constraints significantly reduced or suspended the execution of Diversity and Inclusion Initiatives, Special Emphasis Programs (SEP's), and staff training during this uncertain fiscal climate.

Agency Mission: DoDEA's mission is to educate, engage, and empower each student to succeed in a dynamic world.

DoDEA is a field activity of the Office of the Secretary of Defense. DoDEA plans, directs, coordinates, and manages pre-kindergarten through 12th grade education programs for DoD military dependents who would otherwise not have access to a high-quality public education. DoDEA also provides support and resources to local education activities throughout the United States that serve children of military families.

The DoDEA Director oversees all Agency functions from the Headquarters office in Alexandria, Virginia. DoDEA's schools are divided into three areas and each area is managed by an area Director: Department of Defense Dependents Schools - Europe, Department of Defense Dependents Schools - Pacific /Domestic Dependent Elementary and Secondary Schools - Guam, and the Domestic Dependent Elementary and Secondary Schools. Within each of these three areas, schools are organized into districts headed by superintendents.

As of October 1, 2014, DoDEA operates 178 schools, fully accredited by U.S. accreditation agencies, worldwide (including our Virtual High School) in 14 districts located in 12 foreign countries, seven states, Guam and Puerto Rico. Approximately 8,700 educators serve approximately 78,600 DoDEA students. DoDEA also operates our Non-DoD Schools Program which supports approximately 3,200 students in 115 countries outside the U.S., which is about 100 students less than the previous year. It should be noted that at the end of last reporting cycle, DoDEA experienced a decline in 12 schools and almost 5,000 students in our enrollment.

DoDEA's Diversity Management and Equal Opportunity (DMEO) office staff provides a variety of services and programs in order to prevent, resolve, and process workplace disputes in a timely and professional manner. The DMEO office is responsible for Agency compliance of EEO law and policies, performing diversity management functions, training, advising management and employees on the facilitation of reasonable accommodations for persons with disabilities, and providing EEO alternative dispute resolution services for DoDEA. The staff also advises and supports the Director of DoDEA by working towards achieving and sustaining a diverse and inclusive workforce.

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**PART E.2 - Executive Summary: Essential Element A
Demonstrated Commitment from Agency Leadership**

This element requires the Agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.

Inclusion of DMEO: The DMEO Chief reports directly to the Director and is a member of the Director's Cabinet and fully participates in high-level Cabinet and staff meetings. The DMEO Chief is a contributing member in the development and execution of DoDEA's Community Strategic Plan and presents workforce demographics and diversity data to the Director and Cabinet staff as needed. The DMEO Chief is a member of the Society for Human Resource Management and a regular attendee at the EEOC Director's Meeting and DoD level EEO meetings.

Policy Distribution: DMEO continues to coordinate on all DoDEA policies and provides comments, as appropriate, however, it should be noted that as an Agency, DoDEA has been in transition for the past several years. It should also be noted that DoDEA's standard business practice moved from issuing policies to annual notices. This change required onerous coordination procedures with legal counsel, unions, and final vetting with our administrative offices, all resulting in extensive delays.

DoDEA has, however, issued annual policy letters to all employees, including the EEO, Anti-Harassment Policy, Reasonable Accommodations Policy, The Notification and Federal Employee Antidiscrimination and Retaliation Act, and the Diversity and Inclusion Policy were successfully signed and published on August 27, 2013. These documents were also distributed to the workforce, placed on our website and placed within offices world-wide.

It should also be noted, that DoDEA has had three Directors in the past four years and two Acting Directors. During this rating period, the Agency Director retired on October 31, 2013, and our current Director took over duties at the end of March 2014. We are therefore, once again, underway to update all EEO policies and coordinate them with our unions. We anticipate them to be approved and signed by our new Director within the next rating period.

**PART E.3 - Executive Summary: Essential Element B
Integration of EEO into the Agency's Strategic Mission**

This element requires that the Agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the Agency's policies, procedures or practices, and supports the Agency's strategic mission.

Community Strategic Plan (CSP): DMEO was involved in the development of the Agency's CSP. The DMEO Chief led two of the five CSP committees regarding the organizational goals: (1) Organizational Excellence and (2) Talent Excellence. DMEO continues to remain in an advisory role in the planning and execution of DoDEA's CSP.

**PART E.4 - Executive Summary: Essential Element C
Management and Program Accountability**

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

Implementation of Agency's Program and Plan: As previously stated, DoDEA has been in transition for the past several years and the DMEO team has worked with each new Agency Director, to recognize and support established training and programs that hold all managers, supervisors, and EEO Officials to a higher standard of accountability. These are not only mandated, but essential for the success of the DMEO EEO and Diversity and Inclusion programs and support a model EEO Program.

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The DMEO office must receive funding to market the Director's EEO program, including both the Resolution and Compliance (R&C) and Diversity and Inclusion (D&I) programs. This support must also be exhibited and supported by the Director's senior leadership team and should come in the form of being resourced properly in both field offices and at Headquarters (HQ). The DMEO team should be more than just about processing complaints with the R&C team, but also be more active as well on the D&I side by being more than a program, rather a way we do business.

With new leadership in place and strategic re-alignment of resources, the DMEO R&C staff would become proactive which in turn, would lower the number of complaints, Agency time and effort to settle matters, and direct costs to the Agency. This cannot be achieved without proper, direct, and interactive training to managers and employees. Additional DMEO staff would also then be able to analyze trends, issues, and implement initiatives to resolve problems and barriers to equal opportunity. The DMEO staff would also be able to perform in-depth study of settlement agreements, final Agency decisions, EEOC decisions, claims, cost analysis of payouts, and also collaborate with our Office of General Council, and Labor Management and Employee Relations. Furthermore, the DMEO staff could make solid recommendations for corrective actions to the Director, even when there are no findings.

According to the EEOC, Office of Federal Operations (OFO), the MD-715 requires agencies to complete an annual audit of the DMEO office's programs and processes. This requirement includes the data from the MD-715 and 462 Reports. Other than the audit, MD-715, and 462 Reports, the EEOC uses OPM-provided data as a cross-check for Agency data and reports. Due to travel budget restraints, the DoDEA DMEO office has not performed this required audit since July of 2011. However, funding was provided in the FY15 budget for up to two audits.

Makeup of DMEO Office: The DMEO HQ staff is responsible for policy development, administrative management, and functional program area oversight. DMEO has two functional areas that have independent strategies with integrated functions: The Resolution and Compliance Branch, and Diversity and Inclusion.

During the rating period DMEO had 11 FTEs (full time equivalents): HQ, 5 FTE's - the Chief, Deputy Chief (also the Chief, Resolution and Compliance Branch), Disability Program Manager, Complaints Program Manager, and an Administrative Assistant.

In the field (Europe, Pacific, and DDESS Area Offices) - 6 FTE's: 2 EEO Specialists located in each of the 3 Area offices. Each area DMEO office has a GS-12 full-time EEO counselor who manages the pre-complaint process, including responsibilities for coordinating Alternative Dispute Resolution (ADR) at the informal complaint stage, and a GS-13, Program Manager who administers the formal complaint process, including ADR at the formal stage, and oversees the entire EEO program.

At the end of the rating period, the Deputy Chief retired and the Chief retired at the beginning of FY15. The Chief, Resolution and Compliance Branch position was filled by the Complaints Program Manager in August 2014. During FY14, and currently, the following vacancies have not been filled: Deputy Chief, Complaints Program Manager, and D&I Chief. The D&I Chief position was held in abeyance last fiscal year due to the DoD hiring freeze. However, it is available to be filled in FY15. The DMEO Chief vacancy was filled in FY15 by Ms. Christine Megee, and she reported to duty in December 2014.

Additional staffing challenges during FY14 included the retirement of the DMEO Pacific Program Manager in February 2014. This vacancy was filled with the DMEO Europe Program Manager who reported to the Pacific in March 2014. The DMEO Europe Program Manager vacancy was filled with an external candidate who reported to duty in June 2014.

Over the past several years, the DMEO office has held a bi-annual conference including a variety of internal and external guest speakers addressing topics such as 21st Century Schools, grievance procedures, current case law, EEO updates, and DoDEA business practices. DMEO staff participated in team exercises throughout the week and one year created a training video to showcase how the DMEO office brings value to the organization. This conference was a great venue for the DMEO staff to coalesce as a group, share best practices and ideas to advance the DMEO vision and mission. Not only did this conference provide the DMEO team with needed team cohesion, it also provided the mandatory training required for EEO specialists annually by the EEOC. Unfortunately, due to

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budget cuts this conference has not been held for the past 3 years. DMEO complaint staff located other training resources such as online training and audio conferences to meet the annual EEO training requirements (See Part E.9 – Staff Training.)

DoDEA's DMEO office is under resourced, and struggles to meet all the objectives of a model EEO program. Although DMEO has a staff of two EEO Specialists in each Area Office, their main focus is complaints processing. It should be noted that due to financial restraints, the DMEO leadership team has not conducted a face-to-face audit of the practices and procedures of the field office staff since 2011. Funding was budgeted for up to two audits to be conducted in FY15.

Additional Resources: Over the past several years, through attrition, the DMEO HQ office has been reduced from a staff of 9 to 4. Since the office is understaffed it cannot meet many objectives of a model EEO program and undertake current requirements or implement new initiatives.

In addition, the DMEO Chief retired at the beginning of FY15, and her replacement came on board in December 2014. Under new leadership, DMEO will develop a new structure and seek additional FTE's to appropriately staff the office. DoD is still under a hiring freeze and DoDEA must request an exception to hire for all vacant positions. In a recently conducted, comprehensive review, the Office of the Secretary of Defense's Office of Diversity Management and Equal Opportunity provided an analysis of all DoD components showing the staffing ratio of the EEO Specialist (0260) series to be 1:750 for the 4th Estate. DMEO has identified for the past several years that a total of seven additional staff members would be necessary to effectively implement a model EEO program.

Comparative EEO/DMEO office staff-to-employee ratios are:

Agency	Ratio EEO/DMEO Staff to Employee
DoDIG	1 - 219
WHS	1 - 423
Army	1 - 610
DoD	1 - 750
Navy	1 - 1060
Air Force	1 - 1090
DoDEA	1 - 1506

This research clearly shows that the DMEO staff-to-employee ratio is far off from that of similarly situated agencies, and out of line with all other DoD components as well. Additional FTE's are needed to properly establish a model EEO program at DoDEA.

**PART E.5 - Executive Summary: Essential Element D
Proactive Prevention of Unlawful Discrimination**

This element requires that the Agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.

Center for Early Dispute Resolution (CEDR): CEDR is part of the Agency's Office of General Counsel and is a neutral, confidential resource that assists employees in managing non-EEO workplace conflicts and disputes constructively. DMEO works collaboratively with CEDR and channels non-EEO issues to CEDR for resolution efforts. CEDR provides education and training to help employees obtain the skills and knowledge for constructive engagement in the professional environment. In FY14, CEDR worked with approximately 481 DoDEA employees in roles such as conflict coaching, conflict management skills training, group facilitation, and sessions to help employees consider options for resolving conflict. They provided mediation or facilitation services in non-EEO employment situations involving approximately seven DoDEA employees.

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Diversity Hiring Initiatives from Human Resource (H/R):

It is the goal of DoDEA to develop an education and work community that resembles the broad mix of cultures, experiences, abilities, and ideas found in society.

The Educator Recruitment and Staffing Section of the DoDEA Human Resources Regional Service Center focuses our recruitment initiatives to bring minorities, veterans and disabled candidates into the applicant pool and to the attention of selecting officials.

The most powerful tools in the recruitment process are our automated recruitment efforts. Online advertising is used in outreach to educators, specialists and administrators. The web-based Employment Application System (EAS) is effective and easy to use and has significantly increased our applicant pool.

In the last year, on-line advertising has been used to target audiences. For example, we have advertised in Education Week, American Association of School Administrators (AASA), American Association Educational Research (AERA), Association for Supervision and Curriculum Development (ASCD), National Association of Secondary School Principals (NASSP), and National Association of Elementary School Principals (NAESP) online publications. We've also used our social media venues such as Facebook and LinkedIn to further target recruitment. Also, we attended a Hiring Heroes Career Fair at Fort Sam Houston, TX in order to target veteran, disabled veteran and veteran spouse recruitment efforts. Additionally we attended a university career fair at that University of Maryland due to its highly diverse student population.

DoDEA partners with many Historically Black Colleges and Universities (HBCU's) and Hispanic Association of Colleges and Universities and provides opportunities for college students to do their student teaching in DoDEA schools. The DoDEA Student Teaching program serves as a recruitment tool, as participants in our student teaching program have the opportunity to teach in an intercultural setting to meet their institution's goals and expectations for the student teaching program. Many DoDEA student teachers are hired as teachers after successful completion of their student teaching program.

DoDEA developed a new recruitment pamphlet for outreach and distributed packages of recruitment materials to all HACU's and HBCU's. More than 1600 pamphlets were mailed to over 320 educational institutions.

Veteran Recruitment: Our HQ and field Human Resources (HR) offices overseas use specific affirmative employment statements in our vacancy announcements in order to help place veterans in DoDEA positions, as well as spouses of active duty military personnel. The Professional Educator Rating and Licensure Unit has the opportunity to utilize the Troops to Teachers programs. The number of new disabled veterans hired fluctuates from year to year but veterans receive priority consideration in the DoDEA hiring process. For example, only 0.90% of our educator applicant pool for FY14 included veterans with preference; however overall, we hired 4.03% veterans across all areas during this fiscal year.

Diversity and Inclusion Courses: The DoDEA DMEO staff participated in the Office of Diversity Management and Equal Opportunity's EEO Symposium from July 15-17, 2014, for the opportunity to coalesce with all DoD component representatives in order to learn and share in best practices, discuss current trends and discuss new case law by EEOC and help advance individual component's DMEO vision and mission.

Workforce Recruitment Program (WRP): The WRP connects federal agencies with highly motivated college students and recent graduates with disabilities. This fiscal year was very successful, as we hired 18 interns who worked at HQ, and hired one intern in a full-time position. Two DoDEA WRP students won the Judith C. Gilliom Award recognizing their significant contributions to the Agency and DoD. This is the first time any DoD component has won two of these prestigious awards in one year. Receiving two of these awards demonstrates Agency commitment to WRP. The success of these talented students is what helps make DoDEA a more diverse organization and is key to helping us reach our disability goals.

Special Emphasis Events: Our FY14 budget constraints did not allow for Special Emphasis events or programs. In our overseas locations, DoDEA partnered with the local installations to support observances. Based on interagency relationships built by the DMEO staff, Headquarters staff participates in Special Emphasis events provided by other agencies and components. The DMEO Chief authors articles for the Agency website recognizing national observances. This year during Disabilities Awareness Month in October, one of our teachers was recognized by

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receiving the "Outstanding DoD Employees and Service Members with Disabilities" award, signed by the Secretary of Defense and presented at an award ceremony at the Pentagon.

Schedule A Process Recognized as a Best Practice: In partnership with HR staffing, DMEO sustained a streamlined database for the hiring authority Schedule A (DFR: 213.3102 U) process and developed a fully accessible on-line database to provide access to individuals who have submitted interest in employment and often supply documents regarding their Schedule A authority. All on-line requests are answered via specific, pre-scripted emails with the appropriate information, resources and links to other sites as well. The Office of Secretary of Defense Office of Diversity Management & Equal Opportunity recognized DoDEA's DMEO Disabilities Program as a "best practice" program for these efforts. This process exemplifies collaboration with HR and showcases a simple, searchable repository and provides access to candidate's documents. The Disability Program Manager continues to work with the Defense Logistics Agency to provide information regarding the availability applicants if the repository as well as discussions regarding the Schedule A Program.

Federal Disability Workforce Consortium (FDWC): The Disability Program Manager is an active member and contributor in the FDWC. In this forum, he has contributed advice and made recommendations on how to better serve all applicants and federal employees. This work is consistent with OPM's work to strengthen the Federal hiring process.

Proactive Prevention: During the rating period, the DMEO team provided training in the field regarding ADR, EEO, reasonable accommodation, and harassment as follows:

DMEO Europe team: EEO training was provided regarding complaints, ADR, harassment, and reasonable accommodation, to teachers and administrators in Vogelweh, Germany. For FY15 EEO training is scheduled in February for administrators and General Counsel and Labor Management Employee Relations will also provide training.

DMEO Pacific team: Training was provided to administrators focusing on responding to reasonable accommodation requests and harassment allegations, to the Korea District (12 schools and the district office); Okinawa District (13 schools) Guam District (district office and 5 schools); and the Japan District (19 schools). Additional HR training was provided regarding reasonable accommodation.

DMEO DDESS team: Presented True Colors Training to employees at Ft. Benning and Maxwell AFB schools, EEO training at the DDESS New Administrators Conference, Superintendents Conference. Diversity and Inclusion activities included: FY14 Diversity Day Committee Chair, Conducted 4th Annual DoDEA/DDESS Diversity Day Event.

**PART E.6 - Executive Summary: Essential Element E
Efficiency**

This element requires that the Agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the Agency's EEO Programs, and efficient and fair dispute resolution process.

Tracking with iComplaints: The DMEO office continues to use the MicroPact iComplaints application to track and monitor the complaints and compliance program. The system also tracks the Alternative Dispute Resolution (ADR) process at the pre-complaint and formal stages and helps provide reports and analysis for the 462 and MD-715 Reports.

During this rating period, 100% of our pre-complaints were counseled timely. Please see further analysis included in Part E.7 – "Responsiveness and Legal Compliance."

Updating Disability Status: During training sessions, on our Agency website, and in meetings with managers, DMEO encourages staff to work through HR to update their disability status by either going into MyBiz or filling out the Standard Form (SF) 256. DoDEA's challenge is that we have a geographically dispersed work population and will work with senior leadership to develop this initiative within the next year.

Alternative Dispute Resolution (ADR): ADR is offered as an alternative method for resolving workplace disputes instead of traditional EEO counseling. At the core of the EEO process counselors encourage employees and

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managers to resolve issues at the lowest level and as soon as possible through a variety of methods. All DMEO EEO counselors, program managers, and the Chief, Resolution and Compliance are certified mediators. Employees are informed about ADR during the informal and formal EEO complaint process and encouraged to use it. DoDEA also partners with our CEDR group in managing conflicts and disputes constructively. While CEDR is not part of DMEO, the DMEO office works collaboratively with CEDR for constructive engagement through ADR. More information regarding ADR is also provided below.

**PART E.7 - Executive Summary: Essential Element F
Responsiveness and Legal Compliance**

This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

EEO Contacts

Many employees who contact EEO Counselors have not yet decided whether they want to file a pre-complaint; they are only seeking information about a process that is complex and confusing. DMEO EEO Counselors are often able to facilitate resolutions, provide information to resolve concerns, and point employees to the correct forum to resolve their problem. Therefore, we find that recognizing the number of EEO contacts we receive that never become pre-complaints shows the value our Counselors bring to the organization.

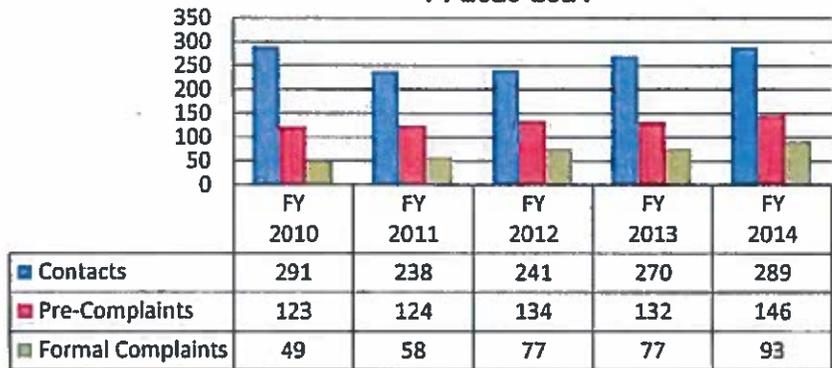
Pre-Complaint Counseling

Federal agencies are required to counsel EEO pre-complaints and complete the final interview within 30 calendar days of the date the aggrieved person contacted the Agency's EEO office or within an applicable extension as provided by 29 CFR 1614.105(d).

Formal Complaints

The rate that pre-complaints convert to formal complaints increased 24% from 40% in FY10 to 64% in FY14. Formal complaints increased 90% since FY10. Based on a current workforce of 15,065, this represents 0.61% of employees engaged in the formal EEO complaint process in FY14. A further review of the complaint data is planned to determine the root cause for the increase. Please see further analysis included in Part E.7 – "Responsiveness and Legal Compliance."

**EEO Contacts, Pre-Complaints, and Formal Complaints
FY 2010-2014**



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Trends

EEO contacts increased 7% in this rating period, pre-complaints increased 11%, and formal complaints increased 21%. Pre-complaints were 100% timely counseled during FY13-14. This data shows that across the board contacts and complaints are increasing and there a clear need for DMEO to focus on resolving complaints at the lowest possible level. During FY15, DODEA will focus on methods to improve the effectiveness of the pre-complaint process and use of ADR.

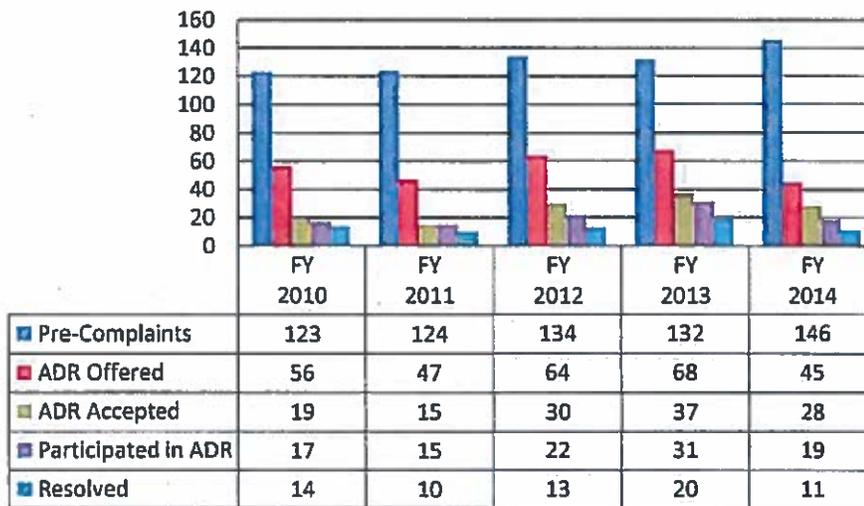
Over the 5-year period, DMEO received 1,329 EEO contacts, 50% of the contacts were resolved, and 50% initiated pre-complaints. Of the 659 pre-complaints filed, 54% filed formal complaints.

Alternative Dispute Resolution (ADR)

The MD-715 establishes standards for ensuring that agencies develop and maintain model equal employment opportunity (EEO) programs. One of the six elements of a model EEO program is "Proactive Prevention of Unlawful Discrimination." When used properly, ADR can assist agencies in fulfilling the goals of this element. While there are many methods of ADR, DoDEA's preferred method of ADR is mediation and it is used during the pre-complaint and formal EEO complaint processes. Early resolution benefits the Agency by creating a more hospitable workplace, reduces the significant costs associated with processing complaints, and is less time consuming than a trial. ADR can also give people the opportunity to determine when and how their dispute will be resolved.

DMEO EEO Counselors and Program Managers market ADR during training, EEO pre-complaint counseling, and the formal complaint stage. DoDEA Managers are not required to participate in mediation but are strongly encouraged to do so. Scheduling mediation requires time to coordinate to ensure success of the mediation. DoDEA uses mediators at no cost from the DoD, Defense Civilian Personnel Advisory Service, Investigations and Resolution Directorate (IRD), DoD, Department of Hearings and Appeals (DoHA), and from the local military installations. Often, DMEO Program Managers and Counselors will mediate for local installation EEO offices and those offices will in turn reciprocate and return the favor when we need a mediator. These partnerships have been successful especially in our overseas locations as IRD and DoHA mediations in these areas must be conducted telephonically or by video teleconference. Mediations have been successful even when not conducted face to face, which is the preferred method. During the rating period DMEO Pacific mediated 4 complaints for the Army (3), and Navy (1); DMEO DDESS mediated 3 complaints for General Services Administration (1), Federal Aviation Administration (1), and the Environmental Protection Agency (1); DMEO Europe mediated one complaint for the Army.

Pre-complaint ADR, FY 2010-2014



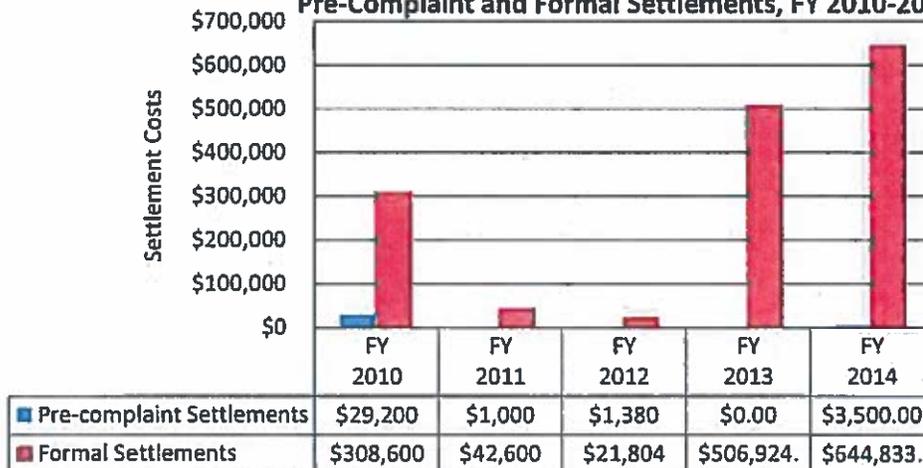
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From FY11-14, mediation was offered to 42% who filed EEO pre-complaints. ADR is counted as an offer when a manager agrees to participate in mediation, and then the offer is extended to the employee. Of the 224 ADR offers, 49% accepted mediation, 79% participated in mediation, and 62% of the mediations were resolved. (Resolution includes settlement or a decision not to file a formal complaint.)

The FY11-14 data shows that mediation, when offered has a high rate of acceptance and resolution. In order to further advance our resolution rates DoDEA will need to build a strong ADR Program in each Area office, promote the program, and train the workforce on the benefits of ADR. Although each Area office is staffed with 2 full-time EEO Specialists who are certified mediators, they have historically focused their attention on the prescriptive complaint process rather than the preventative tools available in a more robust ADR program. To successfully improve our resolution rates, each DMEO Area office needs a dedicated ADR Program Manager who can focus solely on advancing resolution in the organization at the lowest level. When customers were asked how the DMEO office could assist them, the most frequent response was the need for "boots on the ground," and "someone in the field to help solve problems." An ADR Program Manager would meet this need and reduce the number of disruptive or destructive disputes, and assist managers in maintaining a workplace climate conducive to focusing on our mission, doing the best possible job of educating the children of the military that serve of our country.

Pre-Complaint and Formal Settlements, FY 2010-2014



Resolutions are significantly less costly at the pre-complaint stage in comparison to later at the formal complaint stage. From FY10-14, DoDEA spent \$35,080, in pre-complaint settlements and \$1,559,841, in formal complaint settlements.

A review of the formal complaint ADR data shows that offers at the formal complaint stage over the 5-year period are extremely low, of the 354 formal complaints filed, only 7% were offered mediation. This data further supports that once cases get to the formal complaint stage, they are more likely not to be offered mediation as positions harden over time and often the focus shifts to litigation instead of resolution.

With the trend showing pre-complaints and formal complaints increasing over the past 5-years, and based on the amount of money DoDEA is spending in settling formal complaints, we cannot afford not to establish a robust ADR program in each DMEO Area office to focus on resolving complaints at the lowest possible level.

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EEO INVESTIGATIONS

Investigations into claims of discrimination are a key component of the formal EEO complaint process. Delays may impede the primary goal of gathering sufficient evidence to permit a determination as to whether discrimination occurred.

Agencies are required to complete investigations within 180 days of the date the formal complaint is filed or within an applicable extension as provided by 29 CFR 1614.108(e).

This fiscal year DoDEA processed 74 investigations in 202 average processing days (APD) and 77% (57) were timely completed. As noted on page 4 of this report, during FY14, DME0 had 2 vacancies, in the Europe and Pacific field offices. Although these vacancies were filled in FY14, they caused a delay in formal complaint processing. In addition, the DDESS DME0 Area office had an employee out for 3 months due to an emergency.

In FY13, 40 investigations were completed in 176 APD and 77.5% were timely processed. While DoDEA has maintained an APD under 180 since FY11, this year has had staffing challenges and budget restraints impacting our timelines. DME0 is looking at the investigation process to determine appropriate actions to improve timelines such as contracting out more investigations and utilizing the blanket purchase agreement for contracting out complex investigations. This has shown to improve processing times in prior years as contract investigators typically complete the investigation w/in 90 days of receipt, whereas, DCPAS, IRD, has taken longer. Other initiatives are under review such as moving from email interrogatories as the method of investigation to telephone interviews for our non-bargaining unit employees; and ensuring all documents for investigations are obtained at the counseling stage.

FINAL AGENCY DECISIONS (FAD's)

EEOC regulations require that federal agencies take final actions on all formal complaints. In accordance with 29 CFR 1614(b), when an Agency dismisses an entire complaint under 1614.107, receives a request for an immediate final decision or does not receive a reply to the notice issued under 1614.108(f), the Agency shall take final action by issuing a final decision within 60 days of receiving notification that a complainant has requested an immediate decision from the Agency, or within 60 days of the end of the 30-day period for the complainant to request a hearing or an immediate final decision where the complainant has not requested either a hearing or a decision.

In FY14, DME0 dismissed 10 formal complaints within 71 APD, 11 days over the 60 day requirement. The processing delay was based on staff shortages during the fiscal year and internal processes. In FY13, 13 formal complaints were dismissed within 32 APD, and in FY12, 9 dismissals were issued in 56 APD.

FAD's without an Administrative Judge (AJ)

During the reporting period DoDEA issued 14 FAD's based on the merits of formal complaints without an AJ within 93 average processing days, 33 days over the 60 day processing timeline. However, it is a 24 APD average processing day improvement from 117 APD in FY13. A further review of the FAD process and our internal review process will need to be conducted to determine how to remedy future delays.

PART E.8 - Executive Summary: Workforce Analysis

As of September 30, 2014, DoDEA's workforce population comprised of 15,065 employees (10,054 permanent and 5,011 temporary) which showed an overall decrease in staff by 730 or a 4.62% loss from FY13. In FY14, DoDEA experienced a loss of 739 employees, represented by 515 permanent employees and 215 temporary employees.

FY14 10,054 Permanent Employees
5,011 Temporary Employees

FY13 10,573 Permanent Employees
5,242 Temporary Employees

Department of Defense Education Activity

For period covering October 1, 2013 to September 30, 2014

We continue to struggle with identifying our seasonal and non-teaching (administrative) staff within our schools. Since our organization operates as a typical school system, and within a traditional school year based on 9 months a year, it is a challenge to identify our temporary staff consistently. We continue to collaborate with our HR personnel to account for our seasonal and non-teaching workforce data in the same manner year-to-year to ensure more consistent and accurate data and reporting so for the second year in a row, this year's data reflects a more accurate total. Our workforce is transitory, with many of our employees consisting of local hires who are military and civilian spouses and only available while their sponsor is assigned to a particular overseas location.

DoDEA's workforce is primarily female (76.68%), down from last year (77.10%) and shows a net change of -5.18%. During this reporting timeframe, males made up only 23.32% of our workforce, as compared to last year with 22.90% showing an unremarkable net change of 2.74%. It must be recognized that the discrepancy between females and males is directly influenced by the availability of candidates for our most common position, teacher. Also, this is consistent and directly in line with the Education Industry Civilian Labor Force (EICLF) which must be acknowledged that even though we are a small component of the DoD, we are still an education activity as our name indicates and therefore should be compared to, and reviewed as such. The EICLF consistently identifies 86% females on average during the 2006 – 2010 timeframe, during the previous census and before that, as well. As clearly shown in the following table, DoDEA reflects a population that is clearly in line with EICLF standards.

Race/Ethnicity and Sex Representation by Percentage in the Industry Civilian Labor Force (ICLF) – TEACHER FY2014

Hispanic	White	African American	Asian	All Others	Female	Male
5%	72%	16%	4%	3%	86%	14%
DoDEA 7.6%	71.41%	14.77%	4.18%	2.05%	76.68%	23.32%

Staff Identified: The most commonly represented groups within DoDEA, by gender and race are as follows:

- 54.24% White females
- 17.17% White males
- 11.42% African American females
- 5.77% Hispanic or Latino females
- 3.66% Asian females
- 3.35% African American males
- 1.83% Hispanic or Latino males

The groups least represented within DoDEA, by gender and race are as follows:

- 0.66% American Indian/ American Native
- 0.57% Native Hawaiian/ Pacific Islander females
- 0.52% Asian males
- 0.36% Multiracial females
- 0.21% Native Hawaiian/ Pacific Islander males
- 0.20% American Indian/ American Native
- 0.05% Multiracial males

DoDEA saw the biggest net change with the increase of 31.71% in the multiracial female category, and the Native Hawaiian/ Pacific Islander males with a net change increased by 14.29%. There is also a notable -11.11% net decrease in multiracial males, and for the second year in a row, white females showed a net decrease by -6.37% and white males by -4.36%.

DoDEA's workforce reporting no disability is 95.29%. Those employees who did not identify any disability status represent only .80% which is a decrease from last year. DoDEA shows a decrease within our persons who identified with a targeted disability (PWTD s) category to .18%, down from .21% last year. This is still short of the Department of Defense goal of 2% and clearly a disappointment.

Department of Defense Education Activity

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**PART E.9 - Executive Summary: Accomplishments
EEO Plan Action Items Implemented or Accomplished**

Veteran Recruitment: Our HQ and field Human Resources (HR) offices overseas use specific affirmative employment statements in our vacancy announcements in order to help place veterans in DoDEA positions, as well as spouses of active duty military personnel. The Professional Educator Rating and Licensure Unit has the opportunity to utilize the Troops to Teachers programs. The number of new disabled veterans hired fluctuates from year to year but veterans receive priority consideration in the DoDEA hiring process. For example, only 0.90% of our educator applicant pool for FY14 included veterans with preference; however overall, we hired 4.03% veterans across all areas during this fiscal year.

Diversity and Inclusion Courses: The DoDEA DMEO staff participated in the Office of Diversity Management and Equal Opportunity's EEO Symposium from July 15-17, 2014, for the opportunity to coalesce with all DoD component representatives in order to learn and share in best practices, discuss current trends and discuss new case law by EEOC and help advance individual component's DMEO vision and mission.

Workforce Recruitment Program (WRP): The WRP connects federal agencies with highly motivated college students and recent graduates with disabilities. This fiscal year was very successful, as we hired 18 interns who worked at HQ, and hired one intern in a full-time position. Two DoDEA WRP students won the Judith C. Gilliom Award recognizing their significant contributions to the Agency and DoD. This is the first time a DoD component has won two of these prestigious awards in one year. This clearly raised the bar and shows the level of support our Agency has for the WRP. The success of these talented students is what helps make DoDEA a more diverse organization and is key to helping us reach our disability goals.

Special Emphasis Events: Our FY14 budget constraints did not allow for Special Emphasis events or programs. In our overseas locations, DoDEA partnered with the local installations to support observances. Based on interagency relationships built by the DMEO staff, Headquarters staff participates in Special Emphasis events provided by other agencies and components. The DMEO Chief authors articles for the Agency website recognizing national observances. This year during Disabilities Awareness Month in October, one of our teachers was recognized by receiving the "Outstanding DoD Employees and Service Members with Disabilities" award, signed by the Secretary of Defense and presented at an award ceremony at the Pentagon.

Schedule A Process Recognized as a Best Practice: In partnership with HR staffing, DMEO sustained a streamlined Schedule A process and developed a fully accessible on-line database to provide access to individuals who have submitted interest in employment and often supply documents regarding their Schedule A authority. All on-line requests are answered via specific, pre-scripted emails with the appropriate information, resources and links to other sites as well. The Office of Secretary of Defense Office of Diversity Management & Equal Opportunity recognized DoDEA's DMEO Disabilities Program as a "best practice" program for these efforts. This process exemplifies collaboration with HR and showcases a simple, searchable repository and provides access to a candidate's documents. The Disability Program Manager continues to work with the Defense Logistics Agency to provide information regarding the availability applicants if the repository as well as discussions regarding the Schedule A Program.

Staff Training

The DMEO staff participated in the following training sessions during this rating period:

Practical Guidance to Minimize Agency Liability
EEO Retaliation: Preventing and Addressing Claims in Your Agency
EEO Case Law Update

All Specialists are scheduled for the following courses in FY15:

EEO Counselor 8-hour Refresher Training
EEO Investigator 32-hour Initial Training

Department of Defense Education Activity

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PART E.10 - Executive Summary: Planned Activities

Statement of Issue: Organizational transformation; Organizational Identity

The past fiscal year for DoDEA was challenging. We continued to face challenges that included budget cuts, hiring freezes, fiscal limits, and uncertainty that forced our Agency to stall any efforts outside of our mission of educating the military connected child was our top priority.

As stated in our last year's report, we became more reflective and focused efforts for strategic, organizational, rebalancing assessment, with a full review of our Agency infrastructure by an outside consultant. This review was thorough and identified current resources and gaps necessary to meet specific Agency objectives. DoDEA also underwent the review and reevaluation of our CSP to ensure that we have a robust, accountable structure in place. These efforts were extraordinary and were necessary not only to understand that we needed to change, but what specifically, strategically was necessary as an Agency and in order to continue to support our mission of education military connected children.

These reviews were not concluded until after this fiscal year ended. The findings regarding organizational needs and plans were also not released or discussed by senior leadership until FY15. The Agency will become an organization that has the best schools, the best school system, and provides the best education for its students. To that end, in FY15, DoDEA will undergo a phased, calculated, and strategic rebalancing which will most definitely transform and re-shape the entire DoDEA organization from its current identity, to what will be a very different organization, still with the same common goal of educating the children of our military families.

Identified issues to be addressed by DoDEA, based on EEOC review:

The EEOC identified specific issues and posed direct questions (below) in which they requested to be addressed in this year's MD-715.

It is clear that DoDEA experienced many challenges last year, including the retirement of both Deputy Chief and the Chief which left only two staff EEO Specialists at the DMEO headquarters office by the end of this rating period. Along with that, the team experienced additional staffing challenges and the DMEO Chief vacancy was not filled until December 1, 2014.

There is no doubt that DoDEA's DMEO office is under resourced, and struggles to meet all the objectives of a model EEO program, however our whole Agency is undergoing an intense rebalancing which undoubtedly will affect the structure and staffing of our entire agency, however it is anticipated to have a positive outcome on the DMEO staff.

As we continue to work with operational challenges, we look forward to the opportunity to make changes to help ensure we create and sustain a Model EEO program. Therefore, we will address all concerns and questions posed by the EEOC in the near future when we have adequate resources in place to do so comprehensively and effectively.

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Department of Defense Education Activity

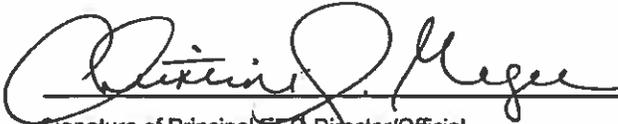
For period covering October 1, 2013 to September 30, 2014

CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Christine G. Megee, Chief Diversity Management and Equal Opportunity (DMEO), GS-15 am the Principal EEO Director/Official for Department of Defense Education Activity (DoDEA).

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 workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to eliminate identified barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

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



Signature of Principal EEO Director/Official
(Newly appointed EEO Director/Official: 12/01/14)

1/28/15

Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.



Signature of Agency Head or Agency Head Designee

2/23/15

Date

**EEOC FORM
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PART G**

**U.S. Equal Employment Opportunity Commission
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Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.

Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Measures				
The Agency head was installed on 03/09/14. The EEO policy statement was issued on 08/09/13. Was the EEO policy statement issued within 6-9 months of the installation of the Agency head? If no, provide an explanation.			X	The EEO related policies were signed in August/September timeframe in 2013, only days before the announcement of the retirement of the Director and the beginning of this report timeframe.
During the current Agency head's tenure, has the EEO policy statement been re-issued annually? If no, provide an explanation.		X		Our new director was appointed on March 9, 2014. We are currently in the process of combining all policy memorandums into one document and will present this new format which will be vetted through our unions and General Counsel, and then to our new director before the end of this fiscal year.
Are new employees provided a copy of the EEO policy statement during orientation?		X		Although we rarely have onboarding with headquarters, this policy is posted on our website, and provided in our area offices during new hire orientation. A majority of our staff start when our schools start in Aug/Sept. timeframe and all agency policies and procedures are provided and discussed with new staff at the start of each new school year.
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?			X	Not consistently, however, this process is being worked in collaboration with Human Resource (HR). Our agency is currently under a systemic realignment and plans for our phased restructuring of our agency, including our HR division as well. During the FY2014-2015 timeframe, we are on track to have HR staff in place to have formal supervisory training to ensure on-boarding for all employees, including employees promoted into the supervisory ranks. DMEQ will ensure that this training and mentoring programs will include issuance and training of the EEO policies.
A.2				
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		X		We have no subordinate reporting components however, at local levels, DoDEA's area offices have issued local policy letters.
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		All annual policy letters including the Equal Employment Opportunity (EEO), Anti-Harassment Policy, Reasonable Accommodations Policy, The Notification and Federal Employee Antidiscrimination and Retaliation Act (NoFEAR), and the Diversity and Inclusion Policy are posted and fixed in high-traffic areas and available within our agency and local area office and internal/external websites.
Has the agency prominently posted such written		X		Please see above.

materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]			
A.3			
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to resolve problems and disagreements and other conflicts in their respective work environments as they arise?	X		
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?	X		
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?	X		
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors/Investigators, etc.?	X		
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to ensure a workplace that is free from all forms of discrimination, harassment and retaliation?	X		
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?	X		
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?	X		
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?	X		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.	X		
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?	X		

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Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION

Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.

Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Measures				
Have managers and supervisors been trained on their responsibilities under the procedures for reasonable accommodation?		X		
B.1				
Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)		X		
Are the duties and responsibilities of EEO officials clearly defined?		X		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X		
If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		X		
If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components? (If not, please describe how EEO program authority is delegated to subordinate reporting components.)		X		
B.2				
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		X		

Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?	X		
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as reorganizations and re-alignments?	X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]	X		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?	X		

B.3

Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X	<p>DoDEA's DMEO office does not have sufficient staffing or budget in order to operate a model EEO program. According to the Office of Diversity Management and Equal Opportunity from the Office of the Secretary of Defense, an analysis of all DoD components showed the staffing ratio of the Equal Employment Opportunity Specialists (0260 Series) to be 1:750 for the 4th Estate. DoDEA's ratio is 1 DMEO staff member to every 1506 employees. DoDEA's DMEO office is grossly understaffed and under resourced to fully meet all the objectives of a model EEO program. Area DMEO offices are staffed with two individuals who are solely focused on complaints processing and during this reporting timeframe, one staff member retired, we moved a specialist to cover that area, leaving each of those areas with only one Specialist. The vacancy took over four months to staff each office.</p> <p>Currently, the Resolution and Compliance Manager manages the overall complaints program but also serves in the capacity of an intake EEO Specialist and other roles for the DMEO team. The Disability Program Manager also serves in multiple capacities to include the Diversity and Inclusion Program Manager and, the Special Emphasis Program Manager, Reasonable Accommodation program and manages the Schedule A database, with training responsibilities and prepares the Agency annual MD-715 Report.</p> <p>Many DMEO programs were merely sustained at best, due to the decline in staffing and resources. In FY14, our agency still had extraordinary fiscal constraints and operational challenges including significant budget reductions, a severe reduction in the DMEO staff, agency-wide strategic rebalancing, and continued hiring freezes. Similarly, expenditures for the enforcement of Diversity and Inclusion, Special Emphasis Programs (SEP's), and staff training</p>
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			have been significantly reduced or suspended due to the uncertain fiscal climate.
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		X	See above
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed? Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X	See above
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204?		X	See above
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X	With limitations; also see above
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X	DMEO coordinates on HR's DVAAP and FEORP; also see above
B.4			
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems?		X	<p>The DMEO staff has not been staffed fully, for an extended time. Many programs were merely sustained in FY14 due to the decline in staffing and resources, and an uncertain fiscal climate. We do not have adequate, nor specialized staff to focus primarily on organizational health, workforce barrier analysis, staff or management training, or for the enforcement of Diversity and Inclusion, Special Emphasis Programs (SEP's).</p> <p>DMEO continues to build partnerships with Human Resources (HR) staff in our quest to improve the manner in which it collects data so that DoDEA can meet all reporting requirements. Our Manpower data is captured by DLA and the system is not as robust as we would like it to be as it does not capture all data, especially raw applicant-flow data nor does it allow reports to extract data in a manner that neither is intuitive nor provides data for EEOC requirements.</p> <p>It should be noted, as with a majority of all DoD components and basic federal employment, applicant data is strictly voluntary. Even if there were strict and/or standard methodologies, programs and procedures, this information will never be complete, thorough, or represent 100% accuracy to every person who may have applied to any federal agency, including DoDEA, during any year. DoDEA also has two, separate hiring systems; one for our teachers known as the Educator's Employment System (EAS) and with OPM for all other vacancies other than that of our major occupation, teacher.</p> <p>Almost 80% of our population, our educator workforce does not have full access to input or</p>

			update their RNO and disability information into MyBiz (an automated employee information data tracking system). Even if we were to have a system that was 100% reliable, this data is voluntary and will never be 100% accurate.
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)	X		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	X		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?		X	DoDEA's DMEO office does not have sufficient staffing or budget in order to operate a model EEO program. Only NoFEAR training was provided virtually. Training and travel budgets for training have been cut therefore, in the past three years, the DMEO staff have not been able to participate in a bi-annual conference. Not only did these conferences provide the DMEO team with needed team cohesion, it also provided the mandatory 40 hours of EEO Specialist training required every 2 years by the EEOC. As well, during our conferences, we had a variety of external and internal guest speakers who updated DMEO staff on topics such as 21st Century Schools, grievance procedures, and DoDEA business practices. DMEO staff members participated in a team exercises and team building exercises through the week and provided a training video to showcase in each area office how the DMEO Office as an integral part of DoDEA.
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]	X		No funding is necessary as information is posted on agency website.
Is there sufficient funding to ensure that all employees have access to this training and information?		X	See above
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?		X	DoDEA's DMEO office does not have sufficient staffing or budget to train our geographically dispersed workforce. Only posted resources are available, however, there are no resources for training.
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities to provide religious accommodations?		X	
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities to provide disability accommodations in accordance with the agency's written procedures?		X	

Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities in the EEO discrimination complaint process?		X	Information regarding EEO responsibilities in the EEO discrimination complaint process is provided in all employee's Leave and Earnings Statements (LES) every month.
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities to participate in ADR?		X	

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY

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

Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Measures				
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		With limited resources, this is not consistent agency-wide.
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X		
C.2				
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?			X	The Merit Promotion Program Policy and Procedures have not been fully realized and must be done in collaboration with HR.
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?			X	The Recognition Awards Program and Procedures are currently on track to be initiated within our Hiring Reform initiative in FY14, however were not realized during this rating period.
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?			X	The Employee Development and Training Program have not been developed. DMEQ does not have dedicated resources or staffing for an agency-wide training program, however are on track for FY15.
C.3				
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? (If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.)		X		
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		X		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?		X		

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Essential Element D: PROACTIVE PREVENTION

Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.

Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Measures				
	Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?		X	Not on a consistent basis.
	When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?		X	Not on a consistent basis.
	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?	X		This is done most often when the DMEO Chief is an active member during the formulation of new strategic plans.
	Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?	X		Not on a consistent basis.
	Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?	X		Not on a consistent basis.
	Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?	X		Not on a consistent basis.
	Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?	X		Not on a consistent basis.
	Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?	X		Not on a consistent basis.
D.2				
	Are all employees encouraged to use ADR?	X		
	Is the participation of supervisors and managers in the ADR process required?	X		It is strongly encouraged.

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Essential Element E: EFFICIENCY

Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.

Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure 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	

E:1

Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X	DoDEA does not have a dedicated resource like most other agencies to process the MD-715 Report or the analysis of the report's findings. The report function is one of many functions for one individual on DMEO's limited staff.
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X	DoDEA collection of data is done between two systems and neither collection nor analysis systems function together to provide adequate or reliable data. Neither system is intuitive, nor does it provide a comprehensive or accurate repository of combined data. DoDEA collection of data for its major occupation (Teacher) does not always capture disability data and neither system is adequate or designed to capture applicant-flow data required by the EEOC.
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?		X	DoDEA's DMEO office is under resourced to meet the objectives of a model EEO program. Although DMEO has been able to staff the area DMEO offices with a staff of two, their main focus is only complaints processing. Also, it should be noted that due to financial restraints, the DMEO leadership team have not conducted a face-to-face audit of the practices and procedures of their field office staff in over three years as well, as mandated by EEOC regulations.
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X	During this reporting timeframe, the DMEO team relied on area office EEO Specialists to assist with processing requests for accommodations related to disability. The field DMEO staff worked with local HR and Employee Relation teams, as well as Area Directors to assist with these requests. All requests for accommodations are tracked in the field offices and reports sent to the DPM at HQ for a end-of-year report. The Disabilities Program Manager (DPM) resides in the DMEO, HQ office and assists the area specialists when requested, however this function is one of many other functions assigned our field staff, as well as the DPM as well.
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X	All requests for accommodations are tracked in the field offices and reports sent to the DPM at HQ for a end-of-year report. All Reasonable Accommodations during this reporting timeframe are conducted within agency procedures, 100% of the time.

E.2			
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?	X		We utilize the iComplaints database.
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity/trends?	X		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?	X		DMEO would address appropriate action through contracting procedures.
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?	X		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?	X		
E.3			
Are benchmarks in place that compares the agency's discrimination complaint processes with 29 C.F.R. Part 1614?	X		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?	X		
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?	X		
Does the agency complete the investigations within the applicable prescribed time frame?		X	This fiscal year DoDEA processed 74 investigations in 202 average processing days (APD) and 77% (57) were timely completed. As noted on page 4, during FY14, DMEO had 2 vacancies, in the Europe and Pacific field offices. Although these vacancies were filled in FY14, they caused a delay in formal complaint processing. In addition, the DDESS DMEO Area office had an employee out for 3 months due to an emergency.
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X	In FY14, DMEO dismissed 10 formal complaints within 71 APD, 11 days over the 60 day requirement. The processing delay was based on staff shortages and internal processes. In FY13, 13 formal complaints were dismissed within 32 APD, and in FY12, 9 dismissals were issued in 56 APD. DoDEA issued 14 FAD's based on the merits of formal complaints without an AJ within 93 average processing days, 33 days over the 60 day processing timeline. However, it is a 24 APD improvement from 117 APD in FY13.
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?	X		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?	X		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?	X		

E.4			
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?	X		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X	DoDEA's DMEO office does not have sufficient staffing or budget in order to conduct training agency-wide.
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?	X		It is strongly encouraged.
Does the responsible management official directly involved in the dispute have settlement authority?	X		
E.5			
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?	X		
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?		X	<p>DoDEA's DMEO office does not have sufficient staffing for the increasing EEO activity.</p> <p>Our HQ staff totaled only two Program Managers and both the Chief and Deputy Chief of the DMEO team as well as a team administrative assistant. At the end of this rating period, our Deputy had retired and our DMEO Chief, retired shortly, thereafter. During this rating period, our field offices also had staffing challenges. Our Pacific office only had one Specialist for one month, and one of our Specialists in our Europe office moved to fill that position. The vacant position in our office in Europe remained open for three months.</p> <p>Each area DMEO office has a full-time counselor who manages the pre-complaint process, including Alternative Dispute Resolution (ADR) all during the informal stage. The DMEO area office also has a program manager who administers the formal complaint process, including ADR, and oversees the entire EEO program. Reasonable Accommodations (R/A), and management of the diversity program were still requested of this staff during this reporting timeframe as part of their responsibilities, yet these responsibilities were removed from the area staff's responsibilities at the very end of this reporting period.</p> <p>Additionally, DoDEA would benefit with at least, one full-time, in-house investigator.</p>
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		X	DoDEA's DMEO office does not have sufficient staffing or a full-time, dedicated resource to validate data. Data validation has to be a collaborative process between DMEO and HR.
Do the agency's EEO programs address all of the laws enforced by the EEOC?	X		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?	X		

Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X	Recruitment data has always been a challenge to obtain from HR and the data received is not comprehensive.
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?	X		
E.6			
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?	X		
Does the agency discrimination complaint process ensure a neutral adjudication function?	X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?	X		

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Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE

This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Measures				
Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?		X		
F.2				
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.		X		
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		X		
Are procedures in place to promptly process other forms of ordered relief?		X		
F.3				
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		X		
If so, please identify the employees by title in the comments section, and state how performance is measured.		X		EEO Specialists monitor settlements to ensure corrective actions are completed and ensure compliance with decision.
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office? (If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.)		X		
Have the involved employees received any formal training in EEO compliance?		X		
Does the agency promptly provide to the EEOC the following documentation for completing compliance: Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?		X		A copy of a paid invoice/voucher is provided to the Office of Federal Operations (OFO).
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?		X		
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?		X		
Compensatory Damages: The final agency decision and evidence of payment, if made?		X		

Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	X		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	X		
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	X		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X		
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	X		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X		