

EEOC FORM 715-01 PART A - D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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For period covering October 1, 2012 to September 30, 2013	
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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	10,573
	2. Enter total number of temporary employees	5,242
	2. Enter total number of temporary employees	0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]	15,815

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.		
	3. Principal EEO Director/Official Title/series/grade	3. Alina Doreste-Johnson, Chief, Diversity Management and Equal Opportunity (DMEO), GS-260-15		
	4. Title VII Affirmative EEO Program Official	4. Deborah Premo, DMEO		
	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		

Department of Defense Education Activity

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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 2013 (FY13) and the EEO Plan for 2014. This includes DoDEA's continued efforts to build and sustain a Model EEO Program.

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 Department of Defense (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.

It is headed by a Director who oversees all agency functions from DoDEA Headquarters 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 (DoDDS-E), Department of Defense Dependents Schools - Pacific (DoDDS-P) / Domestic Dependent Elementary and Secondary Schools - Guam (DDESS-G), and the Domestic Dependent Elementary and Secondary Schools (DDESS). Within each of these three areas, schools are organized into districts headed by superintendents.

DoDEA operates 191 schools worldwide (including our Virtual High School) in 14 districts located in 12 foreign countries, seven states, Guam and Puerto Rico. All schools within DoDEA are fully accredited by U.S. accreditation agencies. Approximately 8,700 educators serve more than 86,000 DoDEA students. DoDEA also operates our Non-DoD Schools Program (NDSP) which supports approximately 3300 students in 115 countries outside the U.S.A.

DoDEA's Diversity Management and Equal Opportunity (DMEO) office staff provides a variety of services and programs to prevent, resolve, or 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 disputes 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.

**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 DoDEA Director's Cabinet and fully participates in high-level Cabinet and staff meetings. The DMEO Chief is also a contributing member in the development and execution of DoDEA's Community Strategic Plan.

Policy Distribution: Previously, DoDEA issued annual policy letters to all employees, 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. However, our DoDEA business practice moved to issuing annual notices, rather than policies. This change required onerous coordination procedures with legal counsel, unions and final vetting with our administrative offices, all resulting in extensive delays. Although we were unable to get many of the notices signed within this reporting period, by the end of FY13 all were signed and distributed to the workforce, placed on our website and within offices world-wide, with the one exception being the Notification and NoFEAR training notice. During this period, the DoDEA's Director retired and we were in transition to a new Administration.

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**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.

DMEO Review of DoDEA Policies: DMEO coordinates on all DoDEA policies and provides comments, as appropriate. As an Agency, DoDEA has been in transition for the past several years. We have had three Directors in the past four years along with two Acting Directors during this time. Due to changing administrative requirements and the barriers encountered during this transition period, we were not able to update our agency policies; however, they were signed prior to the end of FY13.

Community Strategic Plan (CSP): DMEO was involved in the development of DoDEA's new CSP. The DMEO Chief has 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 Community Strategic Plan.

**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 head, through established training and programs that holds all managers, supervisors, and EEO Officials to a higher standard of accountability. Management Officials are expected to uphold the elements of the Agency's EEO Program and Plan and their part to the effective implementation of each Program and Plan.

Makeup of DMEO Office: The DMEO office is comprised of its Headquarters (HQ) Office and three Area Program Offices. The four member Administrative Management team located at HQ, including two Program Managers along with the Chief and Deputy Chief of the DMEO team as well. The HQ staff is responsible for policy development, administrative management, and functional program area oversight. DMEO HQ has two functional areas that have independent strategies with integrated functions: EEO Resolution and Compliance, and Diversity and Inclusion. The three Program Area Offices, Department of Defense Dependents Schools (DoDDS)-Europe, DoDDS-Pacific, and DDESS are staffed as follows:

A full-time counselor manages the pre-complaint process, including Alternative Dispute Resolution (ADR), during the informal stage, and an area program manager who administers the formal complaint process and oversees the entire EEO program to include ADR, Reasonable Accommodations (R/A), and diversity programs.

Hiring Additional Resources: During FY13, DMEO was able to justify staffing for two new full-time positions. The first, a Program Assistant, is responsible for a variety of administrative office procedures, such as contracting and budget related work, purchasing, timekeeping, personnel, as well as supporting the DMEO staff with administrative work that was done previously by the Diversity and Disability Program Manager. This position was filled and served the department well, as many daily administrative duties were shifted from Program Managers. The second position requested but not filled was for a Supervisory Personnel Psychologist, GS-0180-14, who was to serve as the Branch Chief for Diversity and Inclusion, responsible for the day-to-day operations, supervision and coordination the Diversity and Inclusion staff and activities. Due to a job freeze imposed by the DoD as well as the following sequestration imposed on the DoD community, this position was never filled.

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The DMEO staff also had prepared a cost analysis to justify and propose the hiring of a retired annuitant in the capacity of an Investigator in a "Not to Exceed" position. This position was not recognized.

Diversity Hiring Initiatives from Human Resource (H/R): Due to budget constraints and fiscal uncertainty during this reporting FY, DoDEA was without funding to participate in any type of recruitment activities.

**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 a neutral, confidential resource that assists DoDEA employees in addressing non-EEO issues and managing conflicts and disputes constructively. While CEDR is not part of DMEO, 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.

Diversity Recruitment: Due to budget constraints, we were not able to perform recruitment initiatives for our major occupation (teacher), although we have historically advertised strategically in targeted markets and with our partners, Diversity Education Magazine, Foreign Language Annual, National Minorities in Education, Diversity Campus Career Guide, Black College Today Magazine, Careers and the Disabled, etc.

Our HQ and field personnel offices overseas use specific affirmative employment statements in our vacancy announcements in order to help place veterans in DoDEA positions. Also, our Professional Educator Rating and Licensure Units support the Troops to Teachers programs, and have established guidelines for hiring veterans who are not fully, professionally certified under our Troops to Teachers initiative with the goal of recruiting former military members into our schools.

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 .90% of our educator applicant pool for FY13 was veterans with preference. We hired 4.03% veterans across all areas for this FY.

Our Employment Application System (EAS) has the capacity to send targeted emails to specific under-represented groups such as minority educators, educators with disabilities, and educators with specialized training. Our Human Resources (HR) staff maintains personal recruitment contacts with Hispanic College and University Association (HACU), Hispanic Serving Institutions (HIS) and Historically Black Colleges and Universities (HBCU) institutions and other institutions with significant enrollment of minorities such as, Gallaudet University. Our Student Teacher Program also provides and promotes employment opportunities for students specializing in Education.

Diversity and Inclusion Courses: The DoDEA and Washington Headquarters Services (WHS) Diversity Managers collaborated, created and co-facilitated two training sessions regarding disability laws, awareness and etiquette which were open to all managers in both agencies.

Workforce Recruitment Program (WRP): Due to the job freeze imposed by the DoD and sequestration imposed on the DoD community as well, the Agency made an administrative decision not to actively participate in the 2013 WRP during this reporting year.

Disability Program: Of notable mention, an employee from DoDEA with a targeted disability was presented with an Outstanding DoD Employee/Service Member with a Disability Award during this reporting period. This prestigious award was won during her first year within the organization. The employee was offered a full-time position upon the completion of her WRP internship.

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**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, as well as, an efficient and fair dispute resolution process.

Tracking with iComplaints: The DMEO staff continues to use iComplaints to efficiently track and monitor the complaints and compliance program. The system also tracks the Alternative Dispute Resolution (ADR) process, both at the pre-complaint and formal stages.

Updating Disability Status: Although DMEO has encouraged employees to update their disability status in MyBiz, this solution does not work uniformly across DoDEA. Many staff (e.g., teachers) either do not have access and/or were familiarized with MyBiz, or may be prohibited to do so during business hours due to union contract restrictions. To help augment this process, during training sessions, on our website and in meetings with managers, the DMEO staff encourages staff to work through HR to update their disability status by either going into MyBiz or filling out the Standard Form (SF) 256.

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 managers to resolve issues at the lowest level and as soon as possible through a variety of methods. Complainants are encouraged to consider ADR during the informal and formal EEO process. DoDEA also partners with our CEDR group in managing conflicts and disputes constructively. While CEDR is not part of DMEO, DMEO works collaboratively with CEDR for constructive engagement through ADR.

**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.

100% Timely Counseling of Pre-Complaints: DoDEA was 100% timely in counseling pre-complaints in FY13, which is a 1% improvement from FY12 (99%). Pre-complaints decreased 3% from FY12 (136) to FY13 (132). Considering the average pre-complaint activity over the past several years and that we have not had a staff increase, we are able to timely counsel pre-complaints, which is not only a goal, but for this limited staff, an outstanding endeavor.

82% Timely Investigations: Investigations must be completed within 180 days of the date the formal complaint is filed. Investigation timeliness declined 11% from FY12 (93%) to FY13 (82%). However, investigation processing improved by 2 average processing days (APD) from FY12 (176 APD) to FY13 (174 APD). Even though we have reported untimely investigations over the past 2 fiscal years, our APD remains below the 180-day requirement.

Final Agency Decisions (FADs): FADs should be processed within 60 days of the date of the request. During FY13, FADs were issued in 117 APD, which is a 59-APD increase from FY12 (58 APD). The increase was mostly due to changes in our internal coordination procedures and practices giving the field level more accountability for processing FADs and the coordination with General Counsel. As a result, DMEO and General Counsel reviewed and streamlined the coordination process to address the delays.

PART E.8 - Executive Summary: Workforce Analysis

As of September 30, 2013, DoDEA's workforce population comprised of 15,815 employees (10,573 permanent and 5,242 temporary) which showed an overall decrease in staff by 511 or a 4.99% loss from FY12. Permanent employees and those who we identified as temporary were realigned and classified differently, hence the large shift in our numbers compared to the previous year within these two categories.

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As a component, we struggle with our seasonal and non-teaching (administrative) staff within our schools. Since our organization operates as a typical school system within a traditional school year based on 9 months a year, it is a challenge to identify our temporary staff consistently. We have undertaken robust efforts 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. The fiscal year information below therefore reflects a more accurate total and change in both permanent and temporary category from our FY12 report, however, our overall total is the same.

FY13 10,573 Permanent Employees
5,242 Temporary Employees

FY12 10,750 Permanent Employees
5,576 Temporary Employees

In FY13, DoDEA experienced a loss of 511 employees, represented by 171 permanent employees and 334 temporary employees. It should be noted that during FY13, DoDEA released or converted to permanent status, all temporary employees per DoD furlough and sequestration regulations.

Regarding gender, DoDEA's workforce is primarily female (77.10%), with males making up only 22.90% of our workforce. The discrepancy between females and males is directly influenced by the availability of candidates for our most common position, teacher. This is consistent with the Education Industry Civilian Labor Force (EICLF) which consistently identifies females representing 78% of the teacher labor force between the 2006 – 2010 timeframe.

Considering breakdowns by gender and race, the most commonly represented groups for our Agency are as follows:

- 55.23% white females
- 17.14% white males
- 11.22% African American females
- 5.63% Hispanic or Latino females
- 3.59% Asian females
- 3.12% African American males

The following breakdowns shows Agency net change increases in the following gender and race categories:

- 22% (23 to 28) Native Hawaiian/ Pacific Islander males
- 14% (75 to 85) Native Hawaiian/ Pacific Islander females
- 3% (72 to 74) Asian males
- 2% (877 to 890) Hispanic or Latino females

DoDEA saw an 18.18% net decrease in its multiracial male category, and the net change for multiracial females noticeably increased by 7.89%. There is also a notable 4.18% net decrease in both white females and white males of 1.88%.

DoDEA's workforce reporting no disability is 94.54%. Those employees who did not identify any disability status this year represented a 4.28% net decrease from last year, and when combined with a net increase of 8.80% of employees who did report a disability, it shows that more employees did update their status. DoDEA only had a .01% ratio change of employees who reported having a targeted disability which leaves our persons with targeted disabilities (PWTDS) rate at .25%, down from .26% last year and still short of the Department of Defense goal of 2%.

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

In our FY12 MD-715 report, DoDEA focused on remedying two barriers it felt it could address directly. Below, each of those barriers is reviewed.

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The DMEO team's Industrial/Organizational Psychologist position was vacant for most of the FY13 and that position has not been filled. Also, the Chief of Diversity and Inclusion was deferred for this time period. Due to budget constraints and fiscal uncertainty during FY13, like other DoD components and Federal agencies, DoDEA faced challenges that included sequestration, furloughs, hiring freezes and the recommended release of many temporary employees. All efforts toward overcoming this barrier were stalled, held in abeyance, and finally cancelled.

PART E.10 - Executive Summary: Planned Activities
Planned Activity One

Statement of Issue: Organizational transformation; Organizational Identity

For DoDEA and other DoD components and federal agencies, FY13 was a difficult year. We faced challenges that included sequestration, furloughs, hiring freezes and the recommended release of many temporary employees. And as the fiscal year progressed, each one of these issues continued to challenge us and our ability to focus on our mission. FY13 was a year where due to fiscal limits and uncertainty, we stalled, cancelled efforts or were held in abeyance to complete what we had hoped to accomplish throughout the year. And while our non-educator staff was furloughed, our teachers were not, therefore our mission of educating the military connected child was uninterrupted.

For the next fiscal year, we will face the past challenges as an opportunity to become a more reflective organization and move forward with an overall organizational, rebalancing assessment, with a full review of our agency infrastructure by an outside consultant. This review will identify current resources and gaps necessary to meet specific agency objectives. DoDEA will also review and reevaluate our CSP to ensure that we have a robust, accountable structure in place.

This assessment is paramount in order for DoDEA to identify not only its organizational needs but also to celebrate its strengths and what it does right as an agency. More so, this assessment will examine the Agency's talents and resources based on its strategic plan in order to become an organization that has the best schools, the best school system, and provides the best education for its students. To that end, going forward into FY14, DoDEA will undergo a strategic rebalancing review which is anticipated to transform and re-shape DoDEA consistent to our organizational CSP goals.

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Barrier One: Focus on increasing our Hispanic participation.

Performing an analysis regarding current diversity temperament of each district was recommended in order to deliver training sessions with all district superintendents via Video Teleconference (VTC) with gap analysis and recommendations.

Additional Actions to Perform:

- Review Diversity Plan from HR for actions
- Review demographic information from all areas and districts; create dashboards that detail how far they are from parity based on the Educational Industry Civilian Labor Force (EICLF)
- Conduct a Diversity Hiring Fair
- Work with HR on assessing and how improve their Hispanic recruitment efforts
- Work with HR to help develop relationships with colleges who have Diversity Offices and strong diversity programs

Implemented or Accomplished Plan Efforts:

Due to budget constraints and fiscal uncertainty during FY13, like other DoD components and Federal agencies, DoDEA faced challenges that included sequestration, furloughs, hiring freezes and the recommended release of many temporary employees. Efforts toward this barrier were stalled, held in abeyance and finally cancelled. The climate this past fiscal year was not conducive to efforts beyond survival.

Barrier Two; Continual Efforts to Promote an Inclusive Climate

DoDEA planned to continue many of the actions taken in the previous year to improve and focus on monitoring and improving its organizational health and culture, all based on our FY11 Federal Occupational Climate Survey (FEOCS) as the annual Office of Personnel Management's (OPM) Federal Viewpoint Survey. Our Diversity and Inclusion (D&I) Branch's goals were to focus on our new Newsletter from our Director, maintain our internal website that was launched in support of our cultural change efforts and organizational excellence. D&I also planned its continued support of DoDEA's social media site, Intersect, which was used as a forum to create a discussion group focused on diversity and inclusion topics with blog posts, announcements, and interactive questions and answers, and polls. This allowed DoDEA employees an opportunity to interact with and provide feedback to the DMEO directly to the DMEO office.

These plans were constructed to ensure that each group at DoDEA had taken the necessary steps to address how each employee could improve DoDEA's culture at the local level. As an agency, DoDEA was committed to continue sharing information about OPM's Federal Viewpoint Survey results with all employees and gaining support from all employees to reach a 10% increase goal over the next 5 years in part to the following areas:

- Employee Development
- Employee Empowerment
- Employee Engagement

Efforts to Promote an Inclusive Climate: In the past, the principle duty was for our Industrial/Organizational Psychologist to focus on enhancements in order to improve our culture, remedy identified and targeted issues. The main focus and goal of this position was to build a culture, continually focusing on monitoring and improving organizational health, including employee's perceptions of inclusiveness.

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CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Alina Doreste-Johnson, 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

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

Date

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 11/01/11. 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	DoD business practice moved to issuing annual notices, rather than policies. This change required onerous coordination procedures with legal counsel, unions and final vetting with our administrative offices, all resulting in extensive delays. Although we were unable to get many of the notices signed within this reporting period, they were signed the first month of FY13.
During the current Agency head's tenure, has the EEO policy statement been re-issued annually? If no, provide an explanation.		X		
Are new employees provided a copy of the EEO policy statement during orientation?		X		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/Sep. time-frame 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 Resources (HR) for a new onboarding and mentoring process that is scheduled for FY13-14.
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 as well as our internal and external websites.
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]		X		Please see above.
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		Managers and supervisors are initially trained and reminded that they are held to a higher standard of conduct and are responsible for the effective implementation of the Agency's EEO Programs and therefore, required to help resolve issues at the lowest possible level.
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to address concerns, whether		X		

perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?			
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, EEO 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		
Have managers and supervisors been trained on their responsibilities under the procedures for reasonable accommodation?	X		

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
Measures		Yes	No	
	Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)	X		
	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		
	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	X		

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)]			
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		
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 DMEO ratio is 1:1,323. 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.</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>The DMEO office position of Industrial/Organizational Psychologist was vacated for most of the reporting period. Due to sequestration and a hiring freeze, the position was not advertised for or filled.</p>
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 DVAP and FEORP; also see above
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce,		X	Our Industrial/Organizational Psychologist position was vacated most of this FY. Their primary focus was to

including the provision of adequate data collection and tracking systems?			<p>assess organizational health and conduct barrier analysis in the workforce however with no one in the position, these duties were not realized.</p> <p>DMEO continues to build partnerships with HR staff in our quest to improve the manner in which it collects data so that DoDEA can meet all reporting requirements. Manpower data is captured by DLA and is not as robust as we would like it to be as it does not capture all data. It is deficient in capturing raw applicant-flow data and does not allow extracting data in a manner that is intuitive or meets EEOC requirements.</p> <p>Almost 80% of our population, our educator workforce, either do not have access and/or were not familiarized with MyBiz, or may be prohibited to do so during business hours due to union contract restrictions.</p>
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 nor budget in order to operate a model EEO program. Training and travel budgets for training have been cut. Only NoFEAR training was provided virtually.
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 were no resources for training this fiscal year.
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	
Is there sufficient funding to provide all managers and		X	

supervisors with training and periodic up-dates on their EEO responsibilities to participate in ADR?			
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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		
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		
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 were initiated however they have not been fully realized.
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 and this must be done in collaboration with HR. DMEQ does not have dedicated resources or staffing for an agency-wide training program.
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		Although we have not had a finding in recent years, we have in the past and will continue to do so.
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		DoDEA was 100% timely in regards to counseling pre-complaints which is a 1% increase from FY 2012 (99% timely). In FY 2013, 82% of our investigations were processed in a timely manner and with an average of 179 processing days.
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for		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				
trends, problems, etc.?				
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		
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		X		
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		X		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		X		
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X		
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	
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. This reporting year we were able to capture what we hope to be a more robust review from the previous year, and our collaboration with our HR team continues to grow.
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. Our complex workforce classifications are divided into four work groups, AD, TP, GS, and SES. In order to generate this report, the educator report data has to be manually converted to meet the specifications of the MD-715 Report.
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X		
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X		All Reasonable Accommodations are conducted within Agency procedures 100% of the time.
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		
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		Investigations must be completed within 180 days of the date the formal complaint is filed. Investigation timeliness declined 11% from FY2012 (93%) to FY13 (82%). However, investigation processing improved by 2 average processing days (APD) from FY2012 (176 APD) to FY13 (174 APD). Even though we have reported untimely investigations over the past 2 fiscal years, our APD remains below the 180 day requirement.
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?	X		FADs should be processed within 60-days of the date of the request. During FY13, FADs were issued in 117 APD, which is a 59 APD increase from FY2012 (58 APD). The increase was mostly due to changes in our internal coordination procedures and practices giving the field level more accountability for processing FADs to include coordination with General Counsel. As a result, DMEO and General Counsel reviewed and streamlined the coordination process.
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		
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	X		It is strongly encouraged.

required to participate?			
Does the responsible management official directly involved in the dispute have settlement authority?	X		
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	DoDEA's DMEO office does not have sufficient staffing for the increasing EEO activity. Additionally, the DoD Investigative & Resolution Division (IRD) is challenged in the timely processing of investigations. DoDEA would benefit with at least, one full-time, in-house investigator.
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		
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		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?	X		
Does the agency discrimination complaint process ensure a neutral adjudication function?	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		
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		
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		

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Department of Defense Education Activity	EEO Plan To Eliminate Identified Barrier - FY13	
<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>Although this cannot be attributed to any one particular agency, policy, procedure or practice, the trigger of the undesired barrier we know was brought on by the Department of Defense (DoD) within the context of transformation, attrition, and other personnel factors including mandated activities mandated at the highest levels by the Secretary of Defense, Congress and the President.</p> <p>Such activities that affected our mission included sequestration, furloughs, hiring freezes and the recommended release or reclassification of many temporary employees. Programs such as employee and manager training, hiring initiatives, participation in the Workforce Recruitment Program (WRP), sponsorship of our Special Emphasis Programs, etc., efforts were cancelled, held in abeyance or were not completed as we anticipated accomplishing throughout this FY.</p>	
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken</p>	<p>All of this was due to sequestration, furloughs, hiring freezes and the recommended release of many temporary employees; our efforts to establish a model EEO program were not realized.</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>The outcome will be strategic, five-year organizational transformation plan which will create a robust organizational structure which will support leadership capacity and support cultural transformation that supports DMEO structure and goals.</p> <p>To that end, going forward into FY14, DoDEA will undergo a strategic rebalancing review which is anticipated to transform and re-shape DoDEA consistent to our organizational CSP goals.</p>	
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>		
<p>RESPONSIBLE OFFICIAL: Alina Doreste-Johnson</p>		
<p>DATE OBJECTIVE INITIATED: October 1, 2013</p>		
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE: September 30, 2014</p>		
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</p> <p>Within the next year, we will face the past challenges as an opportunity to become a more reflective organization and move forward with an overall organizational, rebalancing assessment, with a full review of our Agency infrastructure. This review will identify current resources and gaps necessary to meet specific agency objectives. DoDEA will also review and reevaluate our 5-year CSP to ensure that we have a robust, accountable structure in place as well.</p> <p>This assessment is paramount in order for us, as an agency, to help identify not only our organizational needs but also to celebrate our strengths and what we are doing right as an agency. More so, it will also help us, as an education activity, perform a structured talent and resource assessment based on our CSP in order to become an organization that has the best schools, the best school system, and provides the best education for our students.</p>	<p>TARGET DATE (Must be specific)</p> <p>09/30/2014</p>	
<p>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:</p>		

EEOC FORM 715-01 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted
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PART I Department or Agency Information	1. Agency	1. Department of Defense Education Activity
	1.a. 2nd Level Component	1. a.
	1.b. 3rd Level or lower	1. b.

PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY.		... end of FY.		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force	16326	100%	15815	100%	-511	-3.13%
	Reportable Disability	568	3.48 %	618	3.91 %	+50	+.43%
	Targeted Disability*	43	0.26 %	40	0.25 %	-3	-0.01 %
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).						
1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.						N/A	
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.						7	

PART III Participation Rates In Agency Employment Programs

Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
4. Non-Competitive Promotions	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
5. Employee Career Development Programs	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
5.a. Grades 5 - 12	14	2	14.29 %	1	7.14 %	0	0.0 %	12	85.71 %
5.b. Grades 13 - 14	45	6	13.33 %	1	2.22 %	4	8.89 %	35	77.78 %
5.c. Grade 15/SES	44	3	6.82 %	0	0.0 %	1	2.27 %	40	90.91 %
6. Employee Recognition and Awards	1177	50	4.25 %	2	0.17 %	16	1.36 %	1111	94.39 %
6.a. Time-Off Awards (Total hrs. awarded)	4144	176	4.25 %	0	0.0 %	116	2.8 %	3852	92.95 %
6.b. Cash Awards (total \$\$\$ awarded)	6103	198	3.24 %	21	0.34 %	122	2.0 %	5783	94.8 %
6.c. Quality-Step Increase	36	1	2.78 %	0	0.0 %	1	2.78 %	34	94.44 %

EEOC FORM 715-01	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities
Part IV Identification and Elimination of Barriers	Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.
Part V Goals for Targeted Disabilities	<p>Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will affect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and, (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p>
Established a Numerical Goal?	Yes
Goal	Executive Order 13163 called for an additional 100,000 individuals with disabilities to be employed by the Federal Government over 5 years and for the Federal Government to become a model employer of individuals with disabilities. Section 501 of the Rehabilitation Act of 1973 and EEOC regulations echoed this as well and gave further consideration to the hiring, placement, and advancement of qualified individuals with disabilities. EEOC has recommended that all Federal Services reach a 2% overall goal of employment of persons with a targeted disability.
Strategies	<p>Within the next year, we will face the past challenges as an opportunity to become a more reflective organization and moved forward with an overall organizational, rebalancing assessment, with a full review of our agency infrastructure by an outside consultant. This review will identify current resources and gaps necessary to meet specific agency objectives. DoDEA will also review and reevaluate our Strategic Plans to ensure that we have a robust, accountable structure in place as well.</p> <p>This assessment is paramount in order for us, as an agency, to help identify not only our organizational needs but also to celebrate our strengths and what we are doing right as an agency. More so, it will also help us, as an education activity, perform a structured talent and resource assessments based on our strategic plan in order to become an organization that has the best schools, the best school system, and provides the best education for our students. To that end, going forward into FY14, DoDEA will undergo a strategic rebalance review which will prepare DoDEA to organizational transformation and find our organizational identity.</p>
Objectives	The DoDEA DMEO staff issued a 5-year strategic plan (revised in 2010) to be strategically aligned with DoDEA's Community Strategic Plan in spring of 2011.
Accomplishments	The outcome will be strategic, five-year organizational transformation plan which will create a robust organizational structure which will support leadership capacity and support cultural transformation that supports DMEO structure and goals as well.