

U.S. ARMY MATERIEL COMMAND



Management Directive 715
Equal Employment Opportunity
Program Status Report FY23

Management Directive (MD) 715 Report

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Parts A – D - - Agency Information

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715-01 Part A - D

For period covering October 1, 2022, to September 30, 2023.			
PART A Department or Agency Identifying Information	1. Agency		Department of the Army
	1.a. 2 nd level reporting component		U.S. Army Materiel Command
	1.b. 3 rd level reporting component		
	1.c. 4 th level reporting component		
	2. Address		4400 Martin Road
	3. City, State, Zip Code		Redstone Arsenal AL 35898
	4. CPDF Code	5. FIPS Code	ARX%
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees		55,634
	2. Enter total number of temporary employees		216
	3. Enter total number employees paid from non-appropriated funds		16310
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]		72,160
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		GEN Charles Hamilton, Commanding General (CG)
	2. Agency Head Designee		MG Walter Duzzny, Chief of Staff (CoS)
	3. Principal EEO Director/Official Title/series/grade		Ms. Paula Y. Taylor, Director, GS-0301-15
	4. Title VII Affirmative EEO Program Official		Ms. Rene Boyd, EEO Specialist, GS-260-14
	5. Section 501 Affirmative Action Program Official		
	6. Complaint Processing Program Manager		
	7. Other Responsible EEO Staff		Ms. Leigh-Ann Lucas - EEO Specialist, GS-260-07 Ms. Christina Parker - EEO Specialist, GS-260-07
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)		CPDF and FIPS Codes
	U.S. Army Contracting Command (ACC), Redstone Arsenal, AL		ARXD 3440
	U.S. Army Aviation and Missile Command (AMCOM), Redstone Arsenal, AL		ARX6 3440
	U.S. Army Sustainment Command (ASC), Rock Island, IL		ARXC 1960

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	U.S. Army Communications and Electronic Command (CECOM), Aberdeen Proving Ground, MD	ARX8	0720
	U.S. Army Financial Management Command (USAFMCOM), Indianapolis, IN	ARXF	
	Installation Management Command (IMCOM), Fort Sam Houston, TX	ARXA	8840
	U.S. Army Military Surface Distribution and Deployment Command (SDDC), Scott AFB, IL	ARXT	7040
	U.S. Army Tank Automotive and Armaments Command (TACOM), Warren, MI	ARX7	2160
	U.S. Army Security Assistance Command (USASAC), Redstone Arsenal, AL	ARXP	3440
	U.S Army Joint Munitions Command (JMC), Rock Island, IL	ARXQ	1960

EEO FORMS and Documents Included With This Report

*Executive Summary [FORM 715-01 PART E], that includes:	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	
Brief paragraph describing the agency's mission and mission-related functions	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential	
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	
Summary of EEO Plan action items implemented or accomplished	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues.	
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	*Organizational Chart	

Management Directive (MD) 715 Report

Part E - - Executive Summary

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715-01 Part E

EXECUTIVE SUMMARY

The U.S. Army Materiel Command (AMC) is a four-star command located at Redstone Arsenal, AL with ten major subordinate commands (MSC) across the United States. Having over 84,000 civilian employees, AMC Develops and Delivers Materiel Readiness Solutions to Ensure Globally Dominant Land Force Capabilities. AMC is operationalized as the Army materiel integrator, synchronizing capabilities and resources to ensure Army materiel readiness.

AMC's Office of Diversity and Leadership (OD&L) is led by a director who reports directly to the AMC Commanding General (CG), coordinating day-to-day operations with the AMC Chief of Staff.

The OD&L's mission, vision and goals are as follows:

AMC OD&L Mission

Direct and oversee policies and programs to promote an AMC culture of dignity and respect that values diversity and inclusion.

AMC OD&L Vision

Foster a diverse and inclusive mission ready workforce.

AMC OD&L Goals

- To institutionalize EEO, Diversity, Equity and Inclusion as an integral/inherent part in the execution of the AMC mission
- To support the CG's initiative in ensuring ALL employees are "Treated with Dignity & Respect"
- To promote a work environment free of harassment and unlawful discrimination
- To assist leadership in hiring/developing/building/educating/fostering a workforce that values diversity
- To develop expert EEO professionals who are responsive to the concerns of AMC supervisors/workforce

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Database Information

Data contained in this report was extracted from the Defense Civilian Personnel Database System (DCPDS). This report does not contain data from the Complaints Tracking System (iComplaints), as the data was not accessible at the time this report was compiled. Data reflects all permanent and temporary Appropriated Fund (AF) employees. This report covers all civilian employees with the exception of, Foreign Local National and Non-Appropriated Fund (NAF) employees. Due to the broad scope of the U.S. Army Materiel Command's mission, the National Civilian Labor Force (NCLF) statistics are used for comparisons. The Federal Information Processing Standards (FIPS) code identifying Redstone Arsenal is 3440.

Limitations

Race, ethnicity, and disability information contained within DCPDS is obtained through voluntary employee submissions. Employee perceptions for self-identification on race and ethnicity may not coincide with the standard categories prescribed by the Equal Employment Opportunity Commission (EEOC), the U.S. Census Bureau, or the Office of Personnel Management (OPM). The 2014-2018 Civilian Labor Force data is used in this report.

The USAFMCOM Ethnicity and Race Identification Employee Data is unavailable as their personnel information has not migrated into the Defense Civilian Personnel Data System (DCPDS).

Summary Analysis of the Workforce

As of September 30, 2023, the total workforce represented 72,160 (68,556 appropriated fund) civilian employees, comprised of 63.68% (45,953) males and 26.28% (18,963) females. The participation rate of women in all ethnic groups continue to be less than expected compared to the NCLF of 48.20%. In FY 2023, Hispanics (9.68%) increased by 2.87% from FY 2022 (6.81%), however continues to be less than the NCLF of 13.00%. When compared to FY 2022, there were no significant changes in participation rates compared to the NCLF.

The number of Individuals with Disabilities (IWDs) in the total workforce was 14.49% (9,931). Of the IWDs, 2.30% (1,575) were Individuals with Targeted Disabilities (IWTDs). IWTDs are a subset of those who have a reportable disability. The EEOC currently uses the federal goal of 2% as a benchmark for IWTd and a 12% goal for IWDs. AMC has exceeded it's 2% federal goal of IWTDs with 2.30% and it's 12% goal of Individuals with Disabilities with 14.49%. A total of 7,552 (11.02%) have not identified their disability status within their personnel records. USAFMCOM migration has not been fully incorporated into Defense Civilian Personnel Data System).

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The AMC top five major occupations are as follows:

1. Logistics Management (GS-0346) = 4,971
2. Contracting (GS-1102) = 4,370
3. Miscellaneous Administration and Program (GS-0301) = 3955
4. Fire Protection and Prevention (GS-0081) = 2,902
5. Security Guards (GS-0085) = 2,726

The number of civilian employees in the top five major occupations is 23.7% (16,018) of the total appropriated fund employees.

The breakdown of permanent/temporary civilian employees in the required occupational groups' show that the U.S. Census Bureau classifies 40.18% of the workforce as Officials and Managers and 20.89% Professionals. The database accounted 0.68% (380 employees) of personnel did not identify their occupational group.

A breakdown of the occupational groups is shown in Figure 1.

Figure 1 – Workforce Occupational Groups

Occupational Groups	Number of Employees	Percentage
Officials and Managers	26,334	38.64%
Professionals	13,329	19.56%
Technicians	2,190	3.21%
Administrative Support Workers	6,181	9.07%
Craft Workers	11,733	17.21%
Operatives	4,744	6.96%
Laborers/Helpers	435	0.64%
Service Workers	3,214	4.72%
Not identified	369	0.54%
Total	68,529	100%

The General Schedule (GS) is the most populous pay plan within our civilian workforce. The GS employees comprise 68.66% (46,443) of the total civilian workforce.

Senior Executive Services (SES) employees comprise 0.07% (45) of the total workforce. Figures 2 and 3 on page 4 provides a snapshot of the GS and SES civilian employees by grade grouping, ethnicity, race, and gender.

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Figure 2 – FY 2023 General Schedule (GS) by Ethnicity and Race Identification (ERI) and Grade Grouping

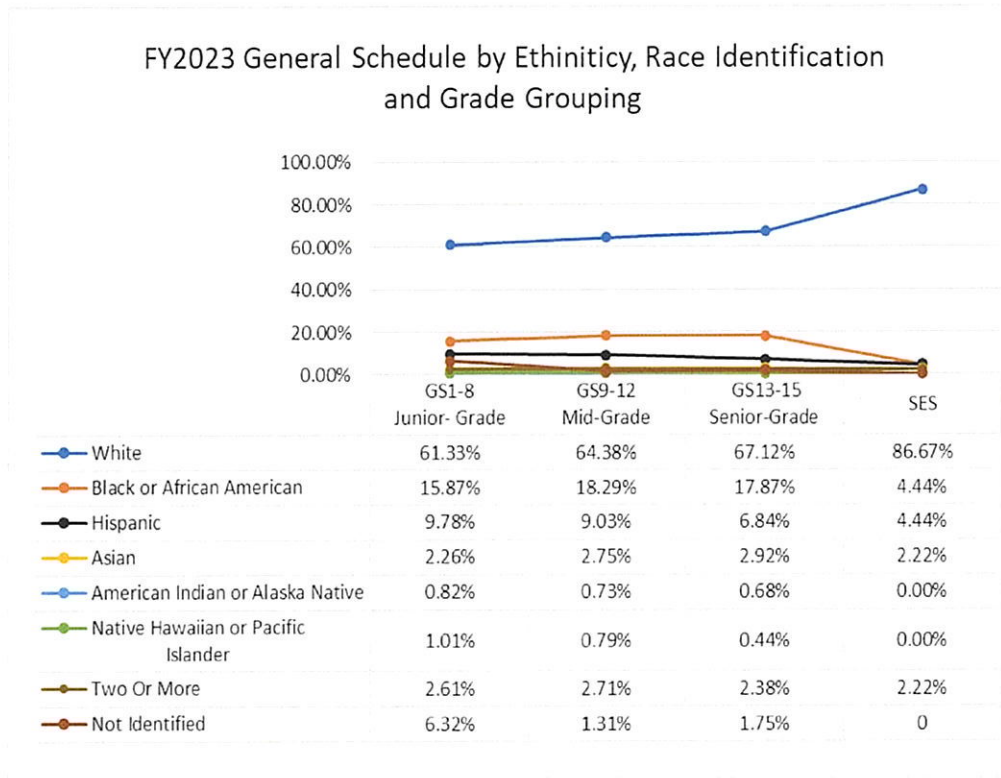
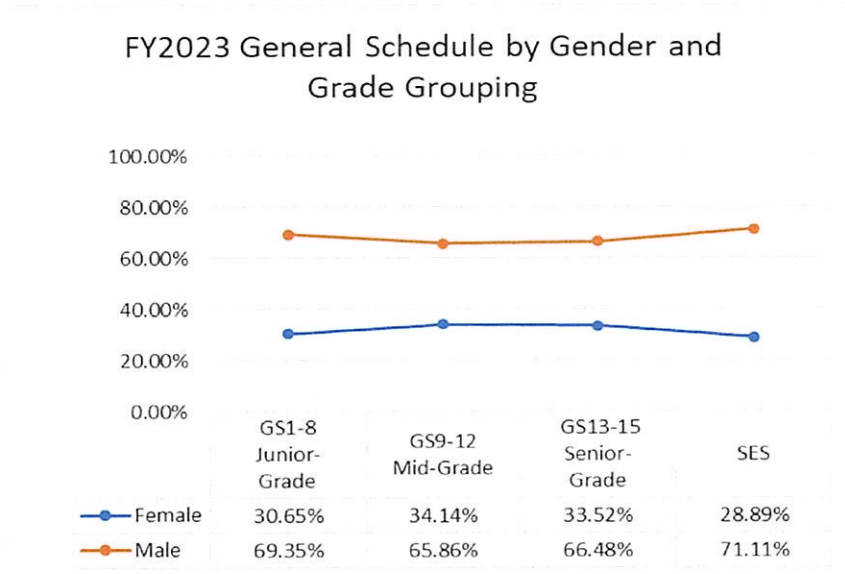


Figure 3 – FY 2023 General Schedule (GS) by Gender and Grade Grouping



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Model EEO Program Summary

The chart below is a breakdown of AMC’s Self-Assessment of the Six Essential Elements listed in part G, which is EEOC’s measurement of a Model EEO Program. The AMC Form G scored 147 of 154 (95%).

	Elements	Self-Assessment Results
A	Demonstrated Commitment from Agency Leadership	100%
B	Integration of EEO into the Agency's Strategic Mission	90%
C	Ensuring Management and Program Accountability	95%
D	Proactive Prevention	100%
E	Efficiency	97%
F	Responsiveness and Legal Compliance	100%
	Overall Percentage	95%

Element A: Demonstrated commitment from agency leadership.

Strengths:

- All Commanders have communicated their commitment to the EEO Program and have issued the policy and procedures to the workforce.
- The Commanding General encouraged all commanders to offer and engage in the Alternative Dispute Resolution (ADR) when all possible.
- Supervisors and employees are informed on the EEO programs and services to include: Complaints Process, Reasonable Accommodation Process and the Anti-Harassment procedures.
- Fourteen General Officers (GOs) and SESs across the AMC Enterprise engaged with students at the February 2022 Black Engineer of the Year Award (BEYA) ceremony to promote careers in Science, Technology, Engineering and Mathematics (STEM).

Element B: Integration of EEO into the agency's strategic mission

Strength: AMC’s EEO program is aligned in accordance with 29 Code of Federal Regulations (CFR) Part 1614. The OD&L Director reports to the Commanding General. However, the EEO program operates under the direct supervision of the Chief of Staff.

Deficiency: The agency does not have sufficient budget and staffing to support and

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effectively administer the Equal Employment Opportunity (EEO) Programs. This includes, but not limited to: Special Emphasis Programs (SEPs) such as Employee Resource Groups (ERGs) Federal Women's Program, Hispanic Employment Program, Individuals with Disabilities Program, Barrier Analysis, Site Visits, and the Diversity and Inclusion Initiatives. These programs are monitored, however, the AMC Enterprise's current EEO TDA does not provide for full execution of these programs.

Element C: Management and program accountability

Strength:

- Reasonable Accommodation Processing: AMC Enterprise EEO Offices worked to ensure that all AMC employees were provided current reasonable accommodations procedures.

Deficiency:

- AMC has not established procedures for processing requests for Personal Assistance Services (PAS) that comply with EEOC's new guidance.
- AMC has not posted its PAS procedures on its public website.
- AMC has not established a formal Anti-harassment Process.

Element D: Proactive prevention of unlawful discrimination

Strengths:

- AMC provided workforce data analysis sheets consisting of a breakdown of the workforce by demographics, grade distribution, disability employment stats, age and supervisory distribution by demographics. The use of data sheets provides an awareness of their efforts in achieving a diverse and inclusive workforce.
- AMC conducted numerous conflict resolution sessions in an effort to resolve conflicts at the lowest levels.
- AMC EEO Professionals conducted face-to-face and Virtual Mandatory EEO and Reasonable Accommodation Training.
- AMC MSC's across the Enterprise utilized EEO Exit Interview Survey during the virtual out-processing procedures. The exit Interview is voluntary and gives exiting employees an opportunity to freely share why they are leaving AMC. All concerns of discrimination, harassment etc. are addressed and/or elevated to Senior Leadership.

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- Outreach: In Fiscal Year 2023, several outreach efforts were conducted in person with maximum use of virtual platforms.
- 09-11 February 2023, AMC participated in the 37th Annual Black Engineers of the Year Award Conference. AMC nominated six employees for the BEYA award recognition and 14 Senior Leaders participated in the mentorship session. AMC issued 265 tentative job offers and hired 170 applicants.

Element E: Efficiency

Strength:

- The agency has an effective complaint tracking and monitoring system (iComplaints). The iComplaints system, in conjunction with the MD-715 Reporter, and Defense Civilian Personnel Data System (DCPDS), provides global oversight of program operations by integrating metrics, data, and the information needed to assess performance at all levels throughout the enterprise.

Notes:

1. Applicant Flow Data is still not available. HQDA is aware of this deficiency and will implement a Form H to correct it.
2. The Department of the Army (DA) is currently transitioning new Unit Identification Codes (UICs) corresponding with iComplaints and Business Objects/Business Intelligence (BOBI) databases to incorporate and ensure all subordinate organizations are included under the AMC hierarchy.

Element F: Responsiveness and legal compliance

Strength:

- AMC EEO Directors routinely engage with Commanders, Command Counsel, Human Resources (HR) and other senior management officials, to ensure compliance with relevant statutes, regulations, and policy guidance.

Accomplishments

- AMC exceeded the 2% goal for hiring Individuals with Targeted Disabilities (IWTD) with 2.3%. And exceeded the 12% goal for Individuals with Disabilities (IWD) with 14.49%.
- AMC participated in several affinity group events nationally recognized events like: Great Minds in STEM (GMiS), Women of Color (WOC), Black Engineer of the Year

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Award (BEYA), The League of United Latin American Citizens (LULAC) and participated in several others Historically Black Colleges and Universities/Minority Serving Institutions (HBCU/MIs) outreach events virtually. The purpose of these events was to directly support the number one Army priority “People” with hiring at different entry levels and providing awareness of “AMC” civilian job opportunities.

Complaints Processing Program

The Department of the Army, Equity and Inclusion Agency is currently working the issues regarding the EEO Complaints hierarchy in the iComplaints database for AMC and IMCOM. Both organizations are top level organizations and they have encountered difficulties in realigning the complaints data (i.e. UICs).

AMC Enterprise Complaints Processing Program

The top formal issues and bases are captured below:

Top Issues and Basis of Formal Complaints Filed in FY 2023

- The top 5 bases for complaints of discrimination:
 - Harassment (Nonsexual)
 - Discipline
 - Non-Selection
 - Conditions of Employment
 - Reasonable Accommodation

- The top 5 claims/issues:
 - Reprisal
 - Disability
 - Sex
 - Age
 - Race

Nonsexual harassment remained the top issue and Reprisal is the top basis for AMC complaints filed in FY 2023.

AMC Enterprise Career Program 35 – General Intelligence Diversity Recruitment

Currently, AMC/MSCs has not established specific recruiting strategies directed towards diversity programs for intelligence professionals. The AMC Enterprise Intelligence community does support the Joint Duty Assignment and Developmental Assignment programs.

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Way Ahead for FY 2024

- AMC Enterprise EEO Program Requirements: Resources (Staff & Funding)
- Develop an action plan for recruiting females at all grade levels and ethnicities.
- AMC will partner with the Department of the Army to attend/recruit at several affinity group events such as: Women of Color (WOC), (BEYA), Great Minds in STEM (GMiS), Black Engineer of the Year Awards (BEYA), League of United Latin American Citizens (LULAC).
- Institute Barrier Analysis process throughout the command (for selected Career Programs).
- Establish a formal Anti-Harassment program, process, and procedures.
- Establish procedures for processing requests for Personal Assistance Services (PAS).
- Conduct supervisory/Employee training in the following areas: Alternative Dispute Resolution (ADR), Reasonable Accommodations (RA), and Effective Communication.

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Part F - - Certification of Establishment of Continuing Equal Employment Programs

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715-01 Part F

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

I, Danita P. Daniels, Director, AMC OD&L, am the Principal EEO Director/Official for: U.S. Army Materiel Command.

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

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

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

DANIELS.DANITA.PATRI
CE. Digitally signed by DANIELS.DANITA.PATRICE. Date: 2024.02.26 14:58:50 -06'00'

26 February 2024

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

Date

Charles H. Hunt

18 Mar 2024

Signature of Agency Head or Agency Head Designee

Date

GEN USA





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Part G - - Agency Self-Assessment Checklist





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715-02 PART G



AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS

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 agency issues an effective, up to date EEO policy statement.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
	The Agency Head was installed on 3/16/2023. The EEO policy statement was issued on 3/16/2023. A.1.a Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	X		
	A.1.b Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR 1614.101(a)]	X		
 Compliance Indicator	The agency has communicated EEO policies and procedures to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
	A.2.a Does the agency disseminate the following policies and procedures to all employees:			
	A.2.a.1 Anti-harassment policy? [see MD 715, II(A)]	X		Anti-Harassment policy statement updated and re-issued with CG signature and provided to all new employees during EEO brief as part of the new employee orientation and annual training.
	A.2.a.2 Reasonable accommodation procedures? [see 29 C.F.R 1614.203(d)(3)]	X		RA procedures is provided to all new employees during EEO brief as part of the new employee orientation and annual training.
	A.2.b Does the agency prominently post the following information throughout the workplace and on its public website:			
	A.2.b.1 The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R 1614.102(b)(7)]	X		https://hqamc.aep.army.mil/specialstaff/amcee/Pages/Home.aspx
	A.2.b.2 Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R 1614.102(b)(5)]	X		
	A.2.b.3 Reasonable accommodation procedures? [see 29 C.F.R. 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	X		New employees within the in-processing week/Newcomers Brief. Quarterly and Annual training.





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A.2.c Does the agency inform its employees about the following topics:				
A.2.c.1 EEO complaint process? [see 29 CFR 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.		X		New employees within the in-processing week/Newcomers Brief. Quarterly and Annual training.
A.2.c.2 ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.		X		New employees within the in-processing week/Newcomers Brief. Quarterly and Annual training. and at AMC EEO Policy.
A.2.c.3 Reasonable accommodation program? [see 29 CFR 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.		X		New employees within the in-processing week/Newcomers Brief. Quarterly and Annual training.
A.2.c.4 Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), V.C.1] If "yes", please provide how often.		X		Employees are made aware of the policy and procedures for reporting harassment to the chain of command. New employees within the in-processing week/Newcomers Brief. Quarterly and Annual training.
A.2.c.5 Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR 2635.101(b)] If "yes", please provide how often.		X		New employees within the in-processing week/Newcomers Brief. Quarterly and Annual refresher training.
 Compliance Indicator	The agency assesses and ensures EEO principles are part of its culture.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
A.3.a Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.		X		1. Recommended employees for Affinity Group Awards; 2. Provided professional development opportunities by attending affinity group events.
A.3.b Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]		X		
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 715-02 PART H to the agency's status report
 Measures		Yes	No	
B.1.a Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR 1614.102(b)(4)]			X	No: TACOM, CECOM, IMCOM, SDDC
B.1.a.1 If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.		X		Commanding General, Chief of Staff and/or EDCG.

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B.1.a.2 Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR 1614.102(b)(4)]		X		
B.1.b Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR 1614.102(c)(1); MD-715 Instructions, Sec. I]		X		The EEO Director presents information to the Commanding General as part of the state of the agency briefing. The EEO Director has unfettered access to the Commanding General on sensitive issues, to include matters of program compliance.
B.1.c During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.		X		Yes, the SoA/MD 715 Brief was provided 24 January 2022.
B.1.d Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]		X		The EEO Director participates in senior leadership meetings, to include staff meetings, career program development meetings, human capital strategy and planning meetings, diversity and inclusion strategic planning session and others.
 Compliance Indicator	Compl_Indic_Desc EssElementID The EEO Director controls all aspects of the 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 715-02 PART H to the agency's status report
 Measures		Yes	No	
B.2.a Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR 1614.102(c)]		X		
B.2.b Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR 1614.102(c)(4)]		X		Yes, Only for conflictual complaints requiring HQ, AMC action
B.2.c Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR 1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]		X		
B.2.d Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR 1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]		X		
B.2.e Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR 1614.102(e); 1614.502]		X		
B.2.f Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR 1614.102(c)(2)]		X		
B.2.g If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR 1614.102(c)(2) and (c)(3)]		X		

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 Compliance Indicator	The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
		 Measures	Yes	
		X		
		X		The following excerpt is from the agency strategic plan. "People are our strategic advantage - their training and development is essential to achieving our mission success; together, we will continuously strive to create a culture where everyone...
 Compliance Indicator	The agency has sufficient budget and staffing to support the success of its 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 715-02 PART H to the agency's status report
		 Measures	Yes	
		X		
			X	Applicant flow data is unavailable.
		X		
		X		
		X		
		X		
			X	HQDA is aware of all Database concerns (i.e. BOBI, iComplaints, MD Reporter. USAFMCOM personnel are not on ACPOL.

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B.4.a.8 To effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC 7201; 38 USC 4214; 5 CFR 720.204; 5 CFR 213.3102(t) and (u); 5 CFR 315.709]			X	Programs are monitored; however, the current TDA staffing does not provide for full execution of all SEPs. HQAMC, CECOM, IMCOM, USAFMCOM.
B.4.a.9 To effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), V.C.1]		X		
B.4.a.10 To effectively manage its reasonable accommodation program? [see 29 CFR 1614.203(d)(4)(ii)]		X		
B.4.a.11 To ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]		X		
B.4.b Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR 1614.102(a)(1)]		X		
B.4.c Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]		X		
B.4.d Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?		X		
B.4.e Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?		X		
 Compliance Indicator	The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
B.5.a Pursuant to 29 CFR 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:				
B.5.a.1 EEO Complaint Process? [see MD-715(II)(B)]		X		
B.5.a.2 Reasonable Accommodation Procedures? [see 29 C.F.R. 1614.102(d)(3)]		X		
B.5.a.3 Anti-Harassment Policy? [see MD-715(II)(B)]		X		
B.5.a.4 Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]		X		
B.5.a.5 ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]		X		The importance of ADR has been expressed to managers and supervisors who are required to participate in ADR, in all EEO cases that are suitable for mediation.
 Compliance Indicator	The agency involves managers in the implementation of its 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



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↓ Measures		Yes	No	715-02 PART H to the agency's status report
	B.6.a Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	X		
	B.6.b Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	X		
	B.6.c When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	X		
	B.6.d Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR 1614.102(a)(5)]	X		
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 agency conducts regular internal audits of its component and field offices.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
↓ Measures		Yes	No	
	C.1.a Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR 1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	X		Annual Command Inspection Program.
	C.1.b Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR 1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	X		Schedule FY23
	C.1.c Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	X		
→ Compliance Indicator	The agency has established procedures to prevent all forms of EEO discrimination.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
↓ Measures		Yes	No	
	C.2.a Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, V.C.1 (June 18, 1999)]	X		AMC formed a working group to standardize the Anti-Harassment Policy across the AMC Enterprise. SDDC and TACOM has established a separate AH program IAW AR 690-12 Appx D.
	C.2.a.1 Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), V.C.1]	X		





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C.2.a.2 Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	X		
C.2.a.3 Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, V.C.1 (June 18, 1999)]	X		
C.2.a.4 Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	X		
C.2.a.5 Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	X		
C.2.a.6 Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	X		
C.2.b Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	X		
C.2.b.1 Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	X		The Disability Program Managers are responsible for providing guidance to employees, managers and supervisors on the RA process. Also, in coordination with the EEO Directors.
C.2.b.2 Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	X		Reasonable accommodation decisions are the responsibility of supervisor/manager, not the EEO Officer or the disability program manager. MSC no: SDDC and USAFMCOM.
C.2.b.3 Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	X		Yes, the Information about reasonable accommodations and how to seek accommodation in the hiring process is provided via USA Jobs - announcements.
C.2.b.4 Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	X		The DA procedures prescribe that a decision on a request for accommodation should be provided within 30 days of the request. MSC no: CECOM
C.2.b.5 Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	X		[75% Reasonable Accommodation requests within the time frame]






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C.2.c Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]		X		Reasonable Accommodation Process.
C.2.c.1 Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.		X		Using AR 690-12 Appendix C, current RA process.
C.3.a Pursuant to 29 CFR 1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?		X		
 Compliance Indicator	The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
C.3.b Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:				
C.3.b.1 Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]		X		
C.3.b.2 Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR 1614.102(b)(6)]		X		
C.3.b.3 Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]		X		
C.3.b.4 Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]		X		
C.3.b.5 Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR 1614.102(a)(7)]		X		
C.3.b.6 Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR 1614.102(a)(8)]		X		
C.3.b.7 Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]		X		
C.3.b.8 Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]		X		
C.3.b.9 Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]		X		






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C.3.c Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR 1614.102(c)(2)]		X		
C.3.d When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR 1614.102(c)(2)]		X		
 Compliance Indicator	The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
C.4.a Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR 1614.102(a)(2)]		X		
C.4.b Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]		X		
C.4.c Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR 1614.601(a)]			X	The ASA M&RA HR-Civ is working a corrective action to ensure personnel data is updated/complete for USAMFCOM ARXF in DCPDS. Applicant pool data is not available.
C.4.d Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]		X		
C.4.e Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
C.4.e.1 Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR 1614.203(d); MD-715, II(C)]		X		
C.4.e.2 Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]		X		
C.4.e.3 Develop and/or provide training for managers and employees? [see MD-715, II(C)]		X		
C.4.e.4 Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]		X		
C.4.e.5 Assist in preparing the MD-715 report? [see MD-715, II(C)]		X		
 Compliance Indicator	Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	



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C.5.a Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR 1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)		X		
C.5.b When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR 1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.		X		
C.5.c If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]		X		
 Compliance Indicator	The EEO office advises managers/supervisors on EEO matters.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
C.6.a Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.		X		
C.6.b Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]		X		
Essential Element D: PROACTIVE PREVENTION Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
 Compliance Indicator	The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
D.1.a Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]		X		
D.1.b Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]		X		
D.1.c Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]		X		
 Compliance Indicator	The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM

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 Measures		Yes	No	715-02 PART H to the agency's status report
D.2.a Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]		X		
D.2.b Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR 1614.102(a)(3)]		X		
D.2.c Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR 1614.102(a)(3)]		X		
D.2.d Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.		X		
 Compliance Indicator	The agency establishes appropriate action plans to remove identified barriers.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
D.3.a Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR 1614.102(a)(3)]		X		
D.3.b If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]		X		
D.3.c Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]		X		
 Compliance Indicator	The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
D.4.a Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.		X		
D.4.b Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]		X		
D.4.c Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]		X		

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D.4.d Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]		X		
Essential Element E: EFFICIENCY Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.				
 Compliance Indicator	The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
E.1.a Does the agency timely provide EEO counseling, pursuant to 29 CFR 1614.105?		X		
E.1.b Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR 1614.105(b)(1)?		X		
E.1.c Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?		X		
E.1.d Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.		X		
E.1.e Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR 1614.102(b)(6)?		X		
E.1.f Does the agency timely complete investigations, pursuant to 29 CFR 1614.108?		X		
E.1.g If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR 1614.108(g)?		X		
E.1.h When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR 1614.110(b)?		X		
E.1.i Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR 1614.110(a)?		X		
E.1.j If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.		X		
E.1.k If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]		X		

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E.1.i Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR 1614.403(g)]		X		
 Compliance Indicator	The agency has a neutral EEO process.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
E.2.a Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]		X		
E.2.b When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.		X		
E.2.c If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]		X		
E.2.d Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]		X		
E.2.e If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)		X		
 Compliance Indicator	The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
E.3.a Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR 1614.102(b)(2)]		X		
E.3.b Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]		X		
E.3.c Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]		X		
E.3.d Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]		X		
E.3.e Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]		X		
E.3.f Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]		X		
 Compliance Indicator	The agency has effective and accurate data collection systems in place to evaluate its EEO	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM

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 Measures	program.	Yes	No	715-02 PART H to the agency's status report
E.4.a Does the agency have systems in place to accurately collect, monitor, and analyze the following data:				
E.4.a.1 Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]		X		
E.4.a.2 The race, national origin, sex, and disability status of agency employees? [see 29 CFR 1614.601(a)]		X		
E.4.a.3 Recruitment activities? [see MD-715, II(E)]		X		
E.4.a.4 External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]			X	Applicant Flow Data is unavailable
E.4.a.5 The processing of requests for reasonable accommodation? [29 CFR 1614.203(d)(4)]		X		
E.4.a.6 The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), V.C.2]		X		
E.4.b Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]		X		
 Compliance Indicator	The agency identifies and disseminates significant trends and best practices in its 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 715-02 PART H to the agency's status report
 Measures		Yes	No	
E.5.a Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.		X		
E.5.b Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.		X		
E.5.c Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]		X		
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 agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
F.1.a Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR 1614.102(e); MD-715, II(F)]		X		

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F.1.b Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]		X		EEO Office monitors all settlement agreements to ensure compliance.
F.1.c Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]		X		Monetary relief information is provided in accordance with NSA is recorded in iComplaints.
F.1.d Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]		X		The EEO Office coordinates with the appropriate staff office to ensure ordered relief is promptly provided in the same manner as the NSA.
F.1.e When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]		X		
 Compliance Indicator	The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
F.2.a.1 When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR 1614.108(g)]		X		
F.2.a.2 When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR 1614.501]		X		
F.2.a.3 When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR 1614.403(e)]		X		
F.2.a.4 Pursuant to 29 CFR 1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?		X		
F.3.a Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), 203(a)]				
 Compliance Indicator	The agency reports to EEOC its program efforts and accomplishments.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-02 PART H to the agency's status report
 Measures		Yes	No	
F.3.b Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR 1614.703(d)]				

Management Directive (MD) 715 Report

Part I - - EEO Plan to Eliminate Identified Barrier

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MD 715 - Part I
EEO Plan To Eliminate Identified Barrier

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
DCPDS, MD Reporter	All	The participation rate of Women in all Ethnic groups and grade levels is less than expected compared to the NCLF.

EEO Group(s) Affected by Trigger (Check)

	All Men	X	All Women
X	Hispanic or Latino Males	X	Hispanic or Latino Females
	White Males		White Females
	Black or African American Males		Black or African American Females
	Asian Males		Asian Females
	Native Hawaiian or Other Pacific Islander Males		Native Hawaiian or Other Pacific Islander Females
	American Indian or Alaska Native Males		American Indian or Alaska Native Females
	Two or More Races Males		Two or More Races Females

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Female data less than NCLF
Complaint Data (Trends)	Yes	EEO Basis, Claim, Organization, Trends

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Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Grievance Data (Trends)	NO	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NO	
Climate Assessment Survey (e.g., FEVS)	YES	Trends, Work Culture/Environment
Exit Interview Data	YES	a. Demographic information b. Reasons for leaving an organization
Focus Groups	Yes	Data on Training, Assignment, Leadership and Job Opportunities,
Interviews	YES	Data on Training, Assignment, Leadership and Job Opportunities,
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	YES	Army, other Agency MD 715s
Other – Affinity Group Conferences	YES	Demographic information of attendees; awards nominees

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
NO	NO

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
A more in-depth Barrier Analysis will be accomplished in FY24 to identify barriers to recruitment, hiring, and promoting women at all grade levels.

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Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Develop an effective strategic plan to increase the recruitment efforts regarding the female population.	10/01/2023	9/30/2024	NO		
Schedule AMC Random Selection Female Focus Groups	10/1/2023	9/30/2024	NO		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
AMC G-1 Directors		N/A
Hiring Managers/Supervisors, Career Program Managers		N/A
EEO Professionals		N/A

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
TBD – Analysis Ongoing			
TBD – Analysis Ongoing			

Report of Accomplishments

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Fiscal Year	Accomplishments

Management Directive (MD) 715 Report

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

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715-02 PART J
Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities

Part I Department of Agency Information	1. Agency	1. Department of the Army							
	1.a. 2 nd Level Component	1.a. U.S. Army Materiel Command							
	1.b. 3 rd Level or lower	1.b.							
Part II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY.		... end of FY.		Net Change			
		Number	%	Number	%	Number	%		
	Total Work Force	84,537	100.00%	72,160	100.00%	-12,377	-14.64%		
	Reportable Disability	17,492	25.49%	9,331	14.49%	-8,161	-46.66%		
	Targeted Disability*	1,575	2.29%	1,575	2.29%	0	0.00%		
* 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.								0	
* 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).									
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.								0	
Part III Participation Rates In Agency Employment Programs – Accessibility Data at PWD and PWTD is not available									
Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions	751	0	0.00%	0	0.00%	0	0.00%	0	0.00%
4. Non-Competitive Promotions	173	0	0.00%	0	0.00%	0	0.00%	0	0.00%

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5. Employee Career Development Programs	812	0	0.00%	0	0.00%	0	0.00%	0	0.00%
5.a. Grades 5 - 12	527	0	0.00%	0	0.00%	0	0.00%	0	0.00%
5.b. Grades 13 - 14	275	0	0.00%	0	0.00%	0	0.00%	0	0.00%
5.c. Grade 15/SES	10	0	0.00%	0	0.00%	0	0.00%	0	0.00%
6. Employee Recognition and Awards	145,537	0	0.00%	0	0.00%	0	0.00%	0	0.00%
6.a. Time-Off Awards (Total hrs awarded)	.593M	0	0.00%	0	0.00%	0	0.00%	0	0.00%
6.b. Cash Awards (total \$\$\$ awarded)	\$171.4M	0	0.00%	0	0.00%	0	0.00%	0	0.00%
6.c. Quality-Step Increase	3,554	0	0.00%	0	0.00%	0	0.00%	0	0.00%
EEOC FORM 715-02 Part J	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities								
Part IV Identification and Elimination of Barriers	Working with AMC G-1 to identify a process to collect Employment Program participation data at the Disability detail level to conduct required and additional data analysis.								
Part V Goals for Targeted Disabilities	2% is the benchmark for PWTD, which is in accordance with the EEOC's federal goal of 2% as a benchmark for IWTD.								

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Appendix A Definitions

- The following definitions apply to Management Directive 715: **Applicant:** A person who applies for employment.
- **Applicant Flow Data:** Information reflecting characteristics of the pool of individuals applying for an employment opportunity.
- **Barrier:** An agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.
- **Disability:** For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. § 1630.2 applies.
- **Civilian Labor Force (CLF):** Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.
- **EEO Groups:** Members of groups protected under Title VII of the Civil Rights Act and other Federal guidelines. Includes: White Men, White Women, Black Men, Black Women, Hispanic Men, Hispanic Women, Asian Men, Asian Women, Native American Men, Native American Women, and Persons with Disabilities.
- **Employees:** Members of the agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.
- **Employment Decision:** Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.
- **Feeder Group or Pool:** Occupational group(s) from which selections to a particular job are typically made.
- **Federal Categories (Fed9):** For the first time EEOC is requiring agencies to report their workforce data by aggregating it into nine employment categories. These categories are more consistent with those EEOC uses in private sector enforcement and will permit better analysis of trends in the federal workplace than previous categories used. The Commission has created a Census/OPM Occupation Cross-Classification Table by OPM Occupational Code (crosswalk) which assists agencies in determining the category in which to place a position through use of the position's OPM or SOC codes or the OPM or Census Occupation Title. The crosswalk may be accessed at the Commission's website: <http://www.eeoc.gov/federal/715instruct/00-09opmcode.html>. This crosswalk is intended as general guidance in cross-classifying OPM occupational codes to the EEO nine categories. Agencies are encouraged to contact EEOC with specific questions about what category might be appropriate for their particular occupations.
- **The nine job category titles are:**

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- **Officials and Manager** Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1)**Executive/Senior-Level**,(2)**Mid-Level**,(3)**First-Level** and (4)**Other** . When an employee is classified as a supervisor or manager, that employee should be placed in the *Officials and Managers* category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the First-Level sub-category of Officials and Managers, those at the GS-13 or 14 should be in the **Mid-Level** sub-category, and those at GS-15 or in the SES should be in the **Executive/Senior-Level** sub-category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in these three sub-categories. The fourth sub-category, called "**Other** " contains employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities. For example, Administrative Officers (OPM Code 0341) are appropriately placed in the "**Other** " sub-category.
- **Professionals** - Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors and kindred workers.
- **Technicians** - Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post-high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.
- **Sales** - Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and sales clerks, grocery clerks, and cashiers/checkers, and kindred workers.
- **Administrative Support Workers** - Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.
- **Craft Workers**(skilled) - Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period

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of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

- **Operatives**(semiskilled) - Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.
 - **Laborers** (unskilled) - Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.
 - **Service workers** - Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurse's aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.
- **Fiscal Year:** The period from October 1 of one year to September 30 of the following year.
 - **Goal :** Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.
 - **Major Occupations:** Agency occupations that are mission related and heavily populated, relative to other occupations within the agency.
 - **Onsite Program Review:** Visit by EEOC representatives to an agency to evaluate the agency's compliance with the terms of this Directive and/or to provide technical assistance.
 - **Reasonable Accommodation:** Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by

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similarly situated individuals without a disability. For a more complete definition, see 29 C.F.R. § 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).

- **Relevant Labor Force:** The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.
- **Section 501 Program:** The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.
- **Section 717 Program:** The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.
- **Selection Procedure:** Any employment policy or practice that is used as a basis for an employment decision.
- **Special Recruitment Program:** A program designed to monitor recruitment of, and track applications from, persons with targeted disabilities.
- **Targeted Disabilities:** Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: 1) deafness; 2) blindness; 3) missing extremities; 4) partial paralysis; 5) complete paralysis; 6) convulsive disorders; 7) mental retardation; 8) mental illness; and 9) distortion of limb and/or spine.
- **Technical Assistance:** Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.
- **Under representation:** Result of conditions in which the representation of EEO groups is lower than expected.

DATABASE NOTES

1. The data for this report reflects the organization as of 1 October 2023. The HR database of record, the Defense Civilian Personnel Data System (DCPDS), was used to obtain the data. It is recognized that the HR database contains anomalies that affect data reporting. The variance didn't appear severe enough to affect the calculations.
2. Applicant pool dataset is not available, limiting conclusions on data tables.
3. Manifested Imbalances and Conspicuous Absences (MICA) are the correct terms required by federal rulings to describe the term "under representation". Manifested Imbalances indicate that although women and minorities are present, their representation is below the CLF. Conspicuous Absences refers to an absence of women and/or minorities.
4. Grade designations are the same ones used in DCPDS based on federal guidelines. Senior individuals are defined as those members of the Senior Executive Service or equivalent, such as all pay plans that start with an "E", or "I", pay plan "ST" and some positions in the "AD" category. Data for Pay plan "EX" are excluded.

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5. Because the HR data system has not been retooled to meet MD 715 requirements, and OPM has not issued an authorization for the retooling, many data points in the accompanying data tables will not consistently sum to the total Army workforce. This is especially true in the calculations for persons with disabilities. The reportable codes used by EEOC vary from those in the HR data system in that some codes were excluded. Because of this exclusion, many of the data tables will not sum to the total Army workforce. In addition, many of the tables that capture data on RNO groups, because of the variety of pay plans used in Army do not fit into the aspects of "GS" or "Wage Grade" equivalents. Therefore, many of those data points were excluded.

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Appendix B

[Data Tables](#)

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Appendix C Supporting Documents

1. 462 Report.htm.

To open this document, please copy and paste the following URL into a browser window.

<https://securestaging02.hqda.ds.army.mil/eeomd715/UserControls/HandlerOpenSuppDoc.ashx?DocID32535>

2. DVAAP 2023 Accomplishment Report.pdf.

To open this document, please copy and paste the following URL into a browser window.

<https://securestaging02.hqda.ds.army.mil/eeomd715/UserControls/HandlerOpenSuppDoc.ashx?DocID32540>

3. HQ AMC DVAAP Plan FY24 Certification Form.docx.

To open this document, please copy and paste the following URL into a browser window.

<https://securestaging02.hqda.ds.army.mil/eeomd715/UserControls/HandlerOpenSuppDoc.ashx?DocID32563>

4. HQ AMC 462 Section 3 and 12.xlsx.

To open this document, please copy and paste the following URL into a browser window.

<https://securestaging02.hqda.ds.army.mil/eeomd715/UserControls/HandlerOpenSuppDoc.ashx?DocID32538>

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