

**U.S. Equal Employment Opportunity Commission
Federal Agency Annual EEO Program Status Report**



**Defense Health Agency
Management Directive (MD) – 715**

Reporting Period: 01 October 2020 thru 30 September 2021

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U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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MD-715
 Parts A Through E

Part A - Department or Agency Identifying Information

Agency	2 nd Level Component	Address	City	State	Zip Code	Agency Code	FIPS Code
Defense Health Agency (DHA)		7700 Arlington Boulevard	Falls Church	Virginia	22042	DD60	9760

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	7,160	92	7,252

Part C.1 - Head of Agency and Head of Agency Designee

Agency Leadership	Name	Title
Head of Agency	RONALD J. PLACE, LT. GEN, USA	DIRECTOR, DEFENSE HEALTH AGENCY
Head of Agency Designee	PAMELA D. SMITH, COL, USAF	CHIEF OF STAFF, DEFENSE HEALTH AGENCY

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Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)

EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
EEO DIRECTOR	Ancrum, Tanja K.	DHA Equal Opportunity Diversity Management Director (EODM)	0260	GS-15	(703) 681-9564	tanja.k.ancrum.civ@mail.mil
EEO Deputy Director	Gaiter, Keith T.	DHA Equal Opportunity Diversity Management Director (EODM)	0260	GS-14	(703) 681-9564	keith.t.gaiter.civ@mail.mil
Affirmative Employment Program Manager	Gilliam, James C. Jr.	Affirmative Employment Program Manager	0260	GS-13	(571) 438-2391	james.c.gilliam1.civ@mail.mil
Complaint Processing Program Manager	Butler-McCloud, Deborah G.	DHA Equal Employment Opportunity Complaints Manager	0260	GS-14	(571) 286-8349	deborah.g.butler-mccloud.civ@mail.mil
Diversity & Inclusion Officer	Vacant					
Hispanic Program Manager (SEPM)	Vacant					
Women's Program Manager (SEPM)	Vacant					
Disability Program Manager (SEPM)	Gilliam, James C. Jr.	Disability Program Manager	0260	GS-13	(571) 438-2391	james.c.gilliam1.civ@mail.mil
Special Placement Program Coordinator (Individuals with Disabilities)	Gilliam, James C. Jr.	Disability Program Manager	0260	GS-13	(571) 438-2391	james.c.gilliam1.civ@mail.mil

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EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
Reasonable Accommodation Program Manager	Gilliam, James C. Jr.	Disability Program Manager	0260	GS-13	(571) 438-2391	james.c.gilliam1.civ@mail.mil
Anti-Harassment Program Manager	Vacant					
ADR Program Manager	Fahey, Timothy E.	Equal Employment Opportunity Manager	0260	GS-12	(703) 681-5178	timothy.e.fahey2.civ@mail.mil
Compliance Manager	Butler-McCloud, Deborah G.	DHA Equal Employment Opportunity Complaints Manager	0260	GS-14	(571) 286-8349	deborah.g.butler-mccloud.civ@mail.mil
Principal MD-715 Preparer	Gilliam, James C. Jr.	DHA Disability Program Manager	0260	GS-13	(571) 438-2391	james.c.gilliam1.civ@mail.mil
Other EEO Staff	Preda, Maria E.	DHA Equal Employment Opportunity Market Complaints Manager	0260	GS-13	(571) 286-9039	maria.e.preda.civ@mail.mil
Other EEO Staff	Diggins, Reginald C.	DHA Equal Employment Opportunity Complaints Manager	0260	GS-14	(571) 835-6614	reginald.c.diggins.civ@mail.mil
Other EEO Staff	Anderson, Mischele D.	DHA Equal Employment Opportunity Market Complaints Manager	0260	GS-14	(210) 381-0649	mischele.d.anderson.civ@mail.mil

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Part D.1 – List of Subordinate Components Covered in this Report

Please identify the subordinate components within the agency (e.g., bureaus, regions, etc.).

If the agency does not have any subordinate components, please check the box.

Subordinate Component	City	State	Country (Optional)	Agency Code (xxxx)	FIPS Codes (xxxxx)
National Capital Region (NCR) Market	Bethesda	MD	US	DD60	

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Part D.2 – Mandatory and Optional Documents for this Report

In the table below, the agency must submit these documents with its MD-715 report.

Did the agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	YES	See Appendix 6
EEO Policy Statement	YES	Effective Date: 15 January 2021 See Appendix 2
DHA Strategic Plan	YES	DHA FY 21 Campaign Plan See Appendix 11
Anti-Harassment Policy and Procedures	YES	Effective Date: 30 June 2021 See Appendix 4
Reasonable Accommodation Procedures	YES	Effective Date: 02 November 2020 See Appendix 5
Personal Assistance Services Procedures	YES	Included with in DHA Administrative Instruction 1020.01: Reasonable Accommodations (RA) See Appendix 5
Alternative Dispute Resolution Procedures	YES	Effective Date: 06 December 2019 See Appendix 3

In the table below, the agency may decide whether to submit these documents with its MD-715 report.

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Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	YES	See Appendix 8
Disabled Veterans Affirmative Action Program (DVAAP) Report	YES	See Appendix 7
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	NO	
Diversity and Inclusion Plan under Executive Order 13583	YES	DHA FY 21 Diversity Inclusion Strategic Plan (2018-2023) See Appendix 10
Diversity Policy Statement	NO	
Human Capital Strategic Plan	YES	DHA Human Capital Strategic Plan Effective Date: 22 January 2019 See Appendix 9
EEO Strategic Plan	NO	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	YES	DHA FEVS 2020 Annual Report Effective Date: 12 February 2021 See Appendix 12

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Part E – Executive Summary

All agencies must complete Part E.1; however, only agencies with 199 or fewer employees in permanent FT/PT appointments are required to complete Part E.2 to E.5. Agencies with 200 or more employees in permanent FT/PT appointments have the option to Part E.2 to E.5.

Part E.1 - Executive Summary: Mission

The mission of the Defense Health Agency (DHA) is to lead the Military Health System integrated system of readiness and health to deliver the Quadruple Aim—improved readiness, better health, better care, and lower cost. DHA vision is “Unified and Ready”, and goals consisting of (1) Empowering and Caring for Our People, (2) Optimizing Operations across the Military Health System, (3) Co-creating Optimal Outcomes for Health, Well-being and Readiness, and (4) Delivering Globally Integrate Health Solutions to Combatant Commands.

The DHA is an integrated Combat Support Agency enabling the Army, Navy, Air Force, and Marine Corps medical services to provide a medically ready force and ready medical force to Combatant Commands in both peacetime and wartime. In support of an integrated, affordable, and high quality military health service, the DHA directs the execution of ten joint shared services to include the health plan (TRICARE), pharmacy, health Information Technology, research & acquisition, education & training, public health, medical logistics, facility management, budget resource management, and contracting. The DHA administers the TRICARE Health Plan providing worldwide medical, dental and pharmacy programs to more than 9.4 million uniformed service members, retirees and their families.

DHA is responsible for the transition and implementation for the administration of each military medical treatment facility (MTF). DHA continues to support the delivery of integrated, affordable, and high quality health services to beneficiaries of the Military Health System (MHS), and executes responsibility for shared services, functions, and activities of the MHS and other common clinical and business processes in support of the Military Services. The continuous reformation and transition of the DHA and military medical treatment facilities in accordance with section 702 of the National Defense Authorization Act (NDAA) for FY17 has contributed to the growth of the civilian population in the agency. DHA continues to support the delivery of integrated, affordable, and high quality health services to beneficiaries of the MHS, and executes responsibility for shared services, functions, and activities of the MHS and other common clinical and business processes in support of the Military Services.

This Equal Employment Opportunity Program Status Report for Fiscal Year 2021 outlines the status of the DHA Equal Employment Opportunity (EEO) Program activities undertaken pursuant to its EEO program responsibilities under Title VII of the Civil Rights Act of 1964. This report describes DHA activities undertaken pursuant to its affirmative action obligations under the Rehabilitation Act of 1973, and as required by the U.S. Equal Employment Opportunity Commission’s (EEOC) Management Directive (MD) 715. This report highlights accomplishments in establishing and maintaining a model EEO program by promoting employment opportunities and provides a plan to address any programmatic deficiencies identified.

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Part E.2 - Executive Summary: Essential Element A – F

According to EEOC Management Directive 715, six essential elements serve as the foundation for a model EEO program. The DHA conducted a self-assessment and complied with 80.77% (126) of the 156 self-assessment measures. Below is a breakdown of the deficiencies:

Essential Element A: Demonstrated Commitment from Agency Leadership

93.33% Compliant – 14 / 15 Measures

• 1 Deficiency

A.3.a - The DHA does not provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity.

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

69.23% Compliant – 27/39 Measures

• 12 Deficiencies

- (1) B.1.a - DHA agency head is not the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office.
- (2) B.3.b - Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.
- (3) B.4.a.3 – Agency provides timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]
- (4) B.4.a.5 - DHA EODM Office does not conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices.
- (5) B.4.a.7 - DHA EODM Office does not have a digital system to maintain accurate data collection and tracking systems for complaint tracking.
- (6) B.4.a.8 - DHA EODM does not have the personnel in place to effectively administer its special emphasis programs for Federal Women's Program and Hispanic Employment Program.
- (7) 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)]
- (8) 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?
- (9) B.4.e - DHA does not have mechanisms in place to ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training.
- (10) B.6.b; B.6.c ; B.6.d -DHA senior managers do not participate in the barrier analysis process; assist in developing agency EEO action plans; nor assist in developing agency EEO action plans.

Essential Element C: Management and Program Accountability

88.37% Compliant – 38/43 Measures

• 5 Deficiencies

- (1) C.1.a; C.1.b - DHA EODM Office does not regularly assess its component and field offices for possible EEO program deficiencies or regularly assess its component and field offices on their efforts to remove barriers from the workplace.

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- (2) C.2.b.5 - DHA Disability Program Office process accommodation requests 72.61% (119/164) within the time frame set forth in its reasonable accommodation procedures.
- (3) C.4.a - DHA HR Director and the EEO Director do not meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives.

Essential Element D: Proactive Prevention of Unlawful Discrimination

92.86% Compliant – 13/14 Measures

• 1 Deficiency

D.1.c - DHA agency does not 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.

Essential Element E: Efficiency

75.76% Compliant – 25/33 Measures

• 8 Deficiencies

- (1) E.1.c - DHA agency does not issue acknowledgment letters immediately upon receipt of a formal complaint.
- (2) E.1.d - DHA agency does not issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report.
- (3) E.1.e - The agency does not 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.
- (4) E.1.f - The agency does not timely complete investigations.
- (5) E.1.h - Complainant does not request a hearing, does the agency timely issue the final agency decision.
- (6) E.1.i - The agency timely issue final actions following receipt of the hearing file and the administrative judge's decision
- (7) E.1.j - 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
- (8) E.4.a.4 - External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status

Essential Element F: Responsiveness and Legal Compliance

75.00% Compliant – 9/12 Measures

• 3 Deficiencies

- (1) 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?
- (2) F.3.a - Does the agency timely submit to EEOC an accurate and complete No FEAR Act report?
- (3) F.3.b - Does the agency timely post on its public webpage its quarterly No FEAR Act data?

Parts H-1 thru H-15 of this report provide details and proactive plans to address deficiencies identified in the Executive Summary: Essential Element A – F.

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Part E.3 - Executive Summary: Workforce Analyses

DHA Total Workforce in Fiscal Year 2021 consisted of: 7,252 employees (7,160 permanent employees and 92 temporary employees); an increase of 4,967 from the previous FY. 60.62% (4,396) of the population was comprised of Women; 48.92% (3,548) were Minorities; 37.93% (2,753) were Veterans; and 11.20% (812) were individuals with a disability.

The overall population of the workforce consisted of:

• 21.18% (1,536) White Males	• 10.76% (780) Black/African American Males	• 0.12% (9) Native Hawaiian/Pacific Islander Males
• 29.90% (2,168) White Females	• 20.10% (1,458) Black/African. A. Females	• 0.26% (19) Native Hawaiian/ Pacific Isla. Females
• 3.65% (265) Hispanic Males	• 3.03% (220) Asian Males	• 0.25% (18) American Indian/Alaskan Nat. Males
• 4.25% (308) Hispanic Females	• 5.25% (381) Asian Females	• 0.39% (28) American Indian/Alaskan Nat. Females
• 0.39% (28) Two or More Race Males		
• 0.47% (34) Two or More Race Females		

Source: CHRA – Business Objects BI (BOBI) Workforce Data - as of 30 September 2021

Promising Practices

The Equal Opportunity and Diversity Management Office will continue to participate in career fairs and promote the hiring of veterans, individuals with disabilities and Hispanics. The following actions will be utilized to contribute to enhancing the agencies diversity workforce goals:

- Continue to sponsor and promote Special Observances programs to educate the workforce on cultural differences to promote diversity and inclusion in the work environment.
- DHA will continue to use a diverse of methods to recruit individuals to include Direct Hire Authorities (i.e. Acquisition, Cyber, and Medical), Expedited Hire Authorities (i.e. VRA, Financial Mgmt), Schedule A, Recent Graduates, WRP, Pathways, DEU, and implementation of a DHA resume bank.
- Human Resources Division (HRD) plans to recruit and hire from a multitude of positions to include but not limited to pharmacy, Medical, Health Information Technology, Budget & Resources, Medical Logistics, Management, Purchasing/Contracting & Acquisition, Public Health, and Education & Training.
- DHA continued employment recognition and advancement by executing 181 internal promotions.
- HRD plan to expand recruitment to underrepresented groups to promote DHA as a model employer and continue to build relationships with minority colleges/universities.

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- Continue to collaborate with DHA Human Resource Team and Learning & Development Team to recruit Individuals with Disabilities (IWD) while promoting the use of mentoring and career development programs to all DHA employees.
- Collaborate with Department of Defense and Department of Labor to recruit and retain IWDs for employment using the Workforce Recruitment Program (WRP).
- HRD/EODM will continue to address the collection of applicant flow data to identify trends or triggers that may lead to barriers.
- Developed Reasonable Accommodation database to improve tracking and timely responses in processing request.
- Educate the DHA Workforce (Managers, Supervisors, and employees on EEO resources and improve relationships between the parties as to have a stronger community and understanding on why equality matters to all.
- DHA and surrounding medical facilities must continue to improve on communication as to further the progress of diversity in relationships, open new doors for people with disabilities, minorities, veterans and bring awareness of social issues that people can encounter.

Part E.4 - Executive Summary: Accomplishments

- One of DHA's strategic initiatives within our 5-year campaign plan is "Enhance Staff Development and Growth," which is directly tied to our "Fulfilled Staff" priority. The initiative focuses on staff development, stress reduction, staff recognition, and personnel well-being.
- Launched a professional development initiative for DHA civilians in response the desire for a formal program for mentorship and career advancement. The Functional Career Community Program includes 16 Civilian Career programs and mirrors the OSD Civilian Career program.
- DHA recruited and hired three (3) students from the DoD sponsored Workforce Recruitment Program to continue the hiring of individuals with disabilities, specifically those with targeted disabilities.
- Fort Belvoir Community Hospital's (FBCH) EEO Office had conducted the following trainings as instructed and/or recommended: EEOC - Management Directive 715 (MD-715) Guidance; Alternative Dispute Resolution (ADR) / Types of ADR Techniques; Best Practices for Avoiding Complaints of Discrimination; Hostile Work Environment; How to Deal with a Difficult Co-Worker; Manager and Employee EEO Responsibilities; Cooperating During the EEO Complaint Process; No Fear Act; EEO Barrier Analysis; EEO Program (Provided to new FBCH employees during on-boarding).
- Walter Reed National Military Medical Center's (WRNMMC) EEO Office had conducted NCR Market New Managers/Supervisors Training on EEO Awareness and Reasonable Accommodations; Senior Administrative Staff EEO Awareness and Reasonable Accommodations; and additional departmental EEO and Reasonable Accommodation trainings as requested and/or instructed.

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- Conducted EEO annual training to employees, contractors, and military personnel covering Reasonable Accommodations and No Fear Act.

Part E.5 - Executive Summary: Planned Activities

The Equal Opportunity and Diversity Management Office will continue to participate in career fairs and promote the hiring of veterans, individuals with disabilities and Hispanics. The following actions will be utilized to contribute to enhancing the agencies diversity workforce goals:

- Continue to sponsor and promote Special Observances programs to educate the workforce on cultural differences to promote diversity and inclusion in the work environment.
- DHA will continue to use a diverse of methods to recruit individuals to include Direct Hire Authorities (i.e. Acquisition, Cyber, and Medical), Expedited Hire Authorities (i.e. VRA, Financial Mgmt), Schedule A, Recent Graduates, Workforce Recruitment Program (WRP), Pathways, and implementation of a DHA resume bank.
- Human Resources Division (HRD) plans to recruit and hire from a multitude of positions to include but not limited to pharmacy, Medical, Health Information Technology, Budget & Resources, Medical Logistics, Management, Purchasing/Contracting & Acquisition, Public Health, and Education & Training.
- HRD plan to expand recruitment to underrepresented groups to promote DHA as a model employer and continue to build relationships with minority colleges/universities.
- Continue to collaborate with DHA Human Resource Team and Learning & Development Team to recruit People with Disabilities (PWD) while promoting the use of mentoring and career development programs to all DHA employees.
- Partner with Department of Defense and Department of Labor to recruit and retain IWDs for employment using the WRP.
- HRD/EODM will continue to address the collection of applicant flow data to identify trends or triggers that may lead to barriers.
- Educate the DHA Workforce (Managers, Supervisors, and employees on EEO resources and improve relationships between the parties as to have a stronger community and understanding on why equality matters to all.
- DHA and surrounding medical facilities must continue to improve on communication as to further the progress of diversity in relationships, open new doors for minorities and veterans and bring awareness of social issues.

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MD-715
Parts F

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I **KEITH T. GAITER, EEO Deputy Director** am the Principal EEO Director/Official for the DEFENSE HEALTH AGENCY.

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. The signatures below certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

<u>KEITH T. GAITER (EEO Deputy Director)</u>		
Print Name of Principal EEO Director/Official	Signature	Date

<u>LTG RONALD J. PLACE)</u>		
Print Name of Agency Head or Agency Head Designee	Signature	Date

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MD-715 - PART G

Agency Self-Assessment Checklist

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.





All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).

For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of "yes/no" questions, called "measures." To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes", "No", or "NA;" and the second column for the agency to provide "comments", if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FADs) in the EEO complaint process, so it may answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.

A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.



MD-715 - PART G
Agency Self-Assessment Checklist

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP				
This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.				
 Compliance Indicator	A.1 – The agency issues an effective, up-to-date EEO policy statement.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
 Measures				
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)]	YES	Date published: 15 January 2021	A.1.a.2
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)]	YES		New
 Compliance Indicator	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
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)]	YES	Date published: 30 June 2021	New
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	YES	Date published: 02 November 2020	New
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:	YES	https://health.mil/About-MHS/OASDHA/Defense-Health-Agency/EODM-Office	
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)]	YES		New





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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)]	YES		A.2.c
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.	YES	https://health.mil/About-MHS/OASDHA/Defense-Health-Agency/EODM-Office	A.3.c
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.	YES	New Comers Orientation and Annually or as needed	A.2.a
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	YES		New
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	YES	New Comers Orientation and Annually or as needed	New
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.	YES	New Comers Orientation and Annually or as needed	New
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.	YES	New Comers Orientation and Annually or as needed	A.3.b
 Compliance Indicator	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments	
 Measures			New Compliance Indicator	
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.	NO	See Part H-1	New
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]	YES		New

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Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION				
This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.				
 Compliance Indicator  Measures	B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes/No/NA)	Comments	
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)]	YES		B.1.a
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.	YES	Report to DHA Deputy Director	New
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)]	YES		B.1.d
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]	YES		B.2.a
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. D] If "yes", please provide the date of the briefing in the comments column.	YES		B.2.b
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)]	YES		New
 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	



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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)]	YES		B.3.a
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	YES		New
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.]	YES		New
B.2.d	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	YES		New
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	YES		F.3.b
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)]	YES		New
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)]	YES		New

 Compliance Indicator		Measure Met? (Yes/No/NA)	Comments	
 Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.			
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	YES		B.2.c & B.2.d
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	YES		New

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Compliance Indicator Measures	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	YES	B.3.b
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	YES	B.4.a
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	NO	See Part H-3
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	YES	B.4.f & B.4.g
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	NO	See Part H-3
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	YES	B.4.c
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	NO	See Part H-4 EEO Complaint Tracking, workforce, demographics, and applicant flow data
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]	NO	See Part H-5 Such as, Federal Women’s Program, Hispanic Employment Program
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]	YES	New

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B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	YES		B.4.d
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	YES		New
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)]	YES		New
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	YES		B.1.b
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?	NO	See Part H-6	E.2.d
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?	NO	See Part H-6	E.2.e

 Compliance Indicator	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments New Indicator
 Measures			
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)]	YES	New
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	YES	A.3.d
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]		New
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)]	YES	New
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)]	YES	E.4.b

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 Compliance Indicator	B.6 – The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments	New Indicator
 Measures				
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	YES		New
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	NO	See Part H-7	D.1.a
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]	NO	See Part H-7	D.1.b
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)]	NO	See Part H-7	D.1.c

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	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
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.	NO	See Part H-3	New
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.	NO	See Part H-3	New
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)]	N/A		New

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Compliance Indicator Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments New Indicator
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)]	YES	New
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]	YES	New
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)]	YES	New
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)]	YES	New
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.]	YES	New
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 <u>Complainant v. Dep’t of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep’t of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If “no”, please provide the percentage of timely-processed inquiries in the comments column.	YES	New
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)]	YES	New
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)]	YES	New



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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)]	YES		E.1.d
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)]	YES		New
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)]	YES		New
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)]	YES		New
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.	NO	See Part H-8 72.61% (119/164)	E.1.e
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)]	YES	Procedures outlined in the DHA Reasonable Accommodations guidance (DHA AI 1020.1)	New
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.	YES	https://health.mil/About-MHS/OASDHA/Defense-Health-Agency/EODM-Office	New



 Compliance Indicator		Measure Met? (Yes/No/NA)	Comments	
 Measures			New Indicator	
	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.			
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	YES		New
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]	YES		A.3.a.1

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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)]	YES		A.3.a.4
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	YES		A.3.a.5
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]	YES		A.3.a.6
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	YES		A.3.a.7
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	YES		A.3.a.8
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	YES		New
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	YES		A.3.a.2
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)]	YES		New
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)]	YES		New
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)]	YES		New
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">  Compliance Indicator  Measures </div> <div style="text-align: center;"> C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program. </div> <div style="text-align: center;"> Measure Met? (Yes/No/NA) </div> <div style="text-align: center;"> Comments </div> </div>				
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)]	NO	See Part H-9	New

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

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]	YES	Quarterly and Annually	C.2.a, C.2.b, & C.2.c
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)]	NO	See Part H-16 Working with agency HR office to establish procedures for applicant flow data.	New
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	YES		New
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)]	YES		New
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	YES		New
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	YES		New
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	YES		New
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	YES		New
 Compliance Indicator	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	YES		C.3.a.
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”,	YES	4 Employees were disciplined: - Suspension (2)	C.3.c

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
	please state the number of disciplined/sanctioned individuals during this reporting period in the comments.		- Removal (1) - Reduction Removal (1)	
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)]	YES		New
 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments	
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.	YES	Annually, or as needed	C.1.a
C.6.b	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	YES		New
Essential Element D: PROACTIVE PREVENTION				
This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.				
 Compliance Indicator  Measures	D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No/NA)	Comments	
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	YES		New
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]	YES		New

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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)]	NO	See Part H-10	New
 Compliance Indicator Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, II(B)]	YES		New
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)]	YES		B.2.c.2
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)]	YES		B.2.c.1
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.	YES	workforce data; complaint/grievance data; employee climate surveys; focus groups; special emphasis programs; reasonable accommodation program; and/or anti-harassment program	New
 Compliance Indicator Measures	D.3 – The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments New Indicator	
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)]	YES		New
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)]	YES		New

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D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	YES		New
 Compliance Indicator  Measures	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Measure Met? (Yes/No/NA)	Comments	New Indicator
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.	YES	Https://health.mil/About-MHS/OASDHA/Defense-Health-Agency/EODM-Office	New
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)]	YES		New
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)]	YES		New
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)]	YES		New
Essential Element E: EFFICIENCY				
This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.				
 Compliance Indicator  Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments	
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	YES		E.3.a.1
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)?	YES		E.3.a.2
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	NO	See Part H-11	New

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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.	NO	See Part H-11	New
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)?	NO	See Part H-12	New
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	NO	See Part H-13	E.3.a.3
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)?	YES		New
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)?	NO	See Part H-14	E.3.a.4
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)?	NO	See Part H-14	E.3.a.7
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.	YES		E.2.c
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)]	N/A		New
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	YES		New
 Compliance Indicator  Measures				
E.2 – The agency has a neutral EEO process.		Measure Met? (Yes/No/NA)	Comments Revised Indicator	
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)]	YES		New
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,	YES		E.6.a





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	Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.			
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)]	YES		New
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)]	YES		E.6.b
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	YES		E.6.c
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">  Compliance Indicator  Measures </div> <div style="text-align: center;"> E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program. </div> <div style="text-align: center;"> Measure Met? (Yes/No/NA) </div> <div style="text-align: center;"> Comments </div> </div>				
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)]	YES		E.4.a
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)]	YES		E.4.c
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	YES		D.2.a
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)]	YES		New
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)]	YES		E.4.d
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	YES		New



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 Compliance Indicator  Measures	E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments
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)]	YES	E.5.a
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	YES	E.5.c
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	YES	E.5.f
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)]	NO	See Part H-16 New
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	YES	New
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]	YES	New
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]	YES	New
 Compliance Indicator  Measures	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments
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.	YES	E.5.e
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.	YES	E.5.g

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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)]	YES		E.3.a
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE				
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.				
 Compliance Indicator  Measures	F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/No/NA)	Comments	
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)]	NO	See Part H-13	F.1.a
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)]	YES		E.3.a.6
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	YES		F.2.a.1
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	YES		F.2.a.2
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)]	YES		F.3.a.
 Compliance Indicator  Measures	F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments	
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	YES	Indicator moved from E-III Revised	C.3.d
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)]	YES		E.3.a.5

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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]	YES		E.3.a.7
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)]	YES		New
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	YES		F.3.d (1 to 9)
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">  Compliance Indicator  Measures </div> <div style="text-align: center;"> F.3 - The agency reports to EEOC its program efforts and accomplishments. </div> <div style="text-align: center;"> Measure Met? (Yes/No/NA) </div> <div style="text-align: center;"> Comments </div> </div>				
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)]	NO	See Part H-17	New
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	NO	See Part H-17	New

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Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency		
Type of Program Deficiency	Brief Description of Program Deficiency	
Part H-1	Part G – A.3.a	DHA does not provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity.
Part H-2	Part G – B.4.a.5 C.1.a C.1.b	DHA does not have sufficient budget or staffing to support the success of its EEO program to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices.
Part H-3	Part G – B.4.a.7	DHA does not have sufficient budget or staffing to maintain accurate data collection and tracking systems for complaint tracking.
Part H-4	Part G – B.4.a.8	DHA does not have sufficient budget or staffing to effectively administer its special emphasis programs.
Part H-5	Part G – B.4.d B.4.e	Agency does not ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours initial training and 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?
Part H-6	Part G – B.6.b B.6.c B.6.d	Senior Managers do not participate in the barrier analysis process; or when barriers identified, assist in developing agency EEO action plans; or successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans.
Part H-7	Part G – C.2.b.5	DHA does not process all accommodation requests within the time frame set forth in its reasonable accommodation procedures (within 30 business days)
Part H-8	Part G – C.4.a	Agency HR Director and the EEO Director do not meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives.
Part H-9	Part G – D.1.c	The agency does not 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.
Part H-10	Part G – E.1.c E.1.d E.1.f E.1.h E.1.i F.1.a	1. Agency does not timely issue acknowledgment letters immediately upon receipt of a formal complaint; or timely issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report. 2. Agency does not timely complete investigations; or have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions; or timely issue the final agency decision or timely issue final actions following receipt of the hearing file and the administrative judge's decision.

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Part H-11	Part G – E.1.e	Agency does not 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.
Part H-12	Part G – C.4.c E.4.a.4	DHA does not have access to external and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status or 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.
Part H-13	Part G – F.3.a F.3.b	Agency does not submit accurate and complete No FEAR Act report or post on its public webpage its quarterly No FEAR Act data.
Part H-14	Part G – C.2.c C.2.c.1	<p style="background-color: yellow;">**Completed plan as of FY 2021**</p> DHA has not 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 or post its procedures for processing requests on its public website

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Part H-1		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G – A.3.a	DHA does not provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity.				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
17-DEC-21	To establish an agency level program that recognizes employees, supervisors, managers, and facilities demonstrating superior accomplishment(s) in EEO and diversity & inclusion.	31-Sep-22			
Responsible Official(s)					
Title		Name		Performance Standards Address the Plan? (Yes or No)	
Director, Defense Health Agency		Ronald J. Place, LT. GEN, USA			
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
01-Apr-22	Develop recognition program award criteria; application template; and determine what type of recognition/award will be provided to winners	YES			
02-Jun-22	Propose EEO program to leadership for approval and announce program launch	YES			
01-Oct-22	Assess applications and determine winners	YES			
05-Dec-22	Announce and recognize winners	YES			
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	This is a new H plan - no accomplishments to report				

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Part H-2		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G – B.4.a.5 C.1.a C.1.b	DHA does not have sufficient budget or staffing to support the success of its EEO program to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices.				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
17-DEC-21	Conduct EEO program field audits in accordance with 29 CFR §1614.102(c)(2).	31-Sep-22			
Responsible Official(s)					
Title		Name	Performance Standards Address the Plan? (Yes or No)		
Director, Defense Health Agency		Ronald J. Place, LT. GEN, USA			
DHA Equal Opportunity and Diversity Management (EODM) Director		Ancrum, Tanja K.			
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director		Gaiter, Keith T.			
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
01-Jun-22	Develop EEO program field audits criteria to assess the EEO program throughout the agency (DHA) to identify deficiencies, remove barriers, and identify best practices	YES			
02-Jul-22	Propose EEO field audits program to leadership for approval and implementation	YES			
01-Sep-22	Send proposed FY schedule for field audits supporting markets/facilities.	YES			
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	This is a new H plan - no accomplishments to report				

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Part H-3 Statement of Model Program Essential Element Deficiency				
Type of Program Deficiency	Brief Description of Program Deficiency			
Part G – B.4.a.7	DHA does not have sufficient budget or staffing to maintain accurate data collection and tracking systems for complaint tracking.			
Objective(s) and Dates for EEO Plan				
Date Initiated	Objective	Target Date	Modified Date	Completed Date
17-DEC-21	Identify and fund an EEO Complaint Tracking System.	31-Sep-23		
Responsible Official(s)				
Title		Name	Performance Standards Address the Plan? (Yes or No)	
Director, Defense Health Agency		Ronald J. Place, LT. GEN, USA		
DHA Equal Opportunity and Diversity Management (EODM) Director		Ancrum, Tanja K.		
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director		Gaiter, Keith T.		
Planned Activities toward Completion of Objective				
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date
01-Sep-22	Identify the appropriate EEO Complaint Tracking System in collaborate with Chief Information Officer (CIO) to accommodate the agency (DHA) EEO needs.	YES		
01-Sep-22	Propose EEO Complaint Tracking System to leadership for approval and funding.	YES		
01-Oct-23	Obtain and implement EEO Complaint Tracking System	YES		
Report of Accomplishments				
Fiscal Year	Accomplishments			
2021	This is a new H plan - no accomplishments to report			

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Part H-4		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G – B.4.a.8	DHA does not have sufficient budget or staffing to effectively administer its special emphasis programs.				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
17-DEC-21	Hire Special Emphasis Program Manager (SEPM)	01-Feb-23			
Responsible Official(s)					
Title		Name	Performance Standards Address the Plan? (Yes or No)		
DHA Equal Opportunity and Diversity Management (EODM) Director		Ancrum, Tanja K.			
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director		Gaiter, Keith T.			
Director, Defense Health Agency		Ronald J. Place, LT. GEN, USA			
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
01-Sep-22	Submit hiring of Special Emphasis Program Manager (SEPM) for approval	YES			
01-Sep-22	Submit request to fill position description to Human Recourses (USAJobs)	YES			
01-Dec-22	Review potential applicants and make a selection	YES			
01-Feb-23	Onboard new Special Emphasis Program Manager (SEPM).	YES			
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	This is a new H plan - no accomplishments to report				

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Part H-5		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G – B.4.d B.4.e	Agency does not ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours initial training and 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
17-DEC-21	Verify and report that agency, contract counselors, and investigators have the required training every year	31 Sep 22			
Responsible Official(s)					
Title	Name	Performance Standards Address the Plan? (Yes or No)			
DHA Equal Opportunity and Diversity Management (EODM) Director	Ancrum, Tanja K.				
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director	Gaiter, Keith T.				
Complaint Processing Program Manager	Butler-McCloud, Deborah G.				
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
01 Jun 22	Ensuring Statement of Work for contracting work includes training requirements and/or that the contractor can show proof that training has occurred.	YES			
01 Jun 22	Ensuring agency employees and additional duty counselors received required 32 hours initial training and 8 hours of annual refresher training.	YES			
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	This is a new H plan - no accomplishments to report				

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Part H-6		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G – B.6.b B.6.c B.6.d	Senior Managers do not participate in the barrier analysis process; or when barriers identified, assist in developing agency EEO action plans; or successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans.				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
17-DEC-21	Implement and develop an AEP Council	31 Sep 22			
Responsible Official(s)					
Title	Name	Performance Standards Address the Plan? (Yes or No)			
DHA Equal Opportunity and Diversity Management (EODM) Director	Ancrum, Tanja K.				
DHA Equal Opportunity and Diversity Management (EODM) Director	Gaiter, Keith T.				
DHA Affirmative Employment Program Manager	Gilliam, James C. Jr.				
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
01 Aug 22	Develop a senior leader AEP Council to review MD715 (Barrier Analysis and develop recommended plans of action); develop achievable goals and measurements	YES			
31 Sep 23	Coordinate regularly scheduled meeting to goals achievement	YES			
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	This is a new H plan - no accomplishments to report				

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Part H-7 Statement of Model Program Essential Element Deficiency				
Type of Program Deficiency	Brief Description of Program Deficiency			
Part G – C.2.b.5	DHA does not process all accommodation requests within the time frame set forth in its reasonable accommodation procedures (within 30 business days)			
Objective(s) and Dates for EEO Plan				
Date Initiated	Objective	Target Date	Modified Date	Completed Date
17-DEC-21	Establish a process for timely processing and tracking of all DHA reasonable accommodation requests	01-Apr-22		
Responsible Official(s)				
Title	Name	Performance Standards Address the Plan? (Yes or No)		
DHA Affirmative Employment Program Manager	Gilliam, James C. Jr.	YES		
Planned Activities toward Completion of Objective				
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date
17-Dec-21	Utilize the RA tracking system to increase the accuracy of the RA data collected from ICs.	YES		
01-Apr-22	Initiate quarterly analysis to assess implementation of tracking system practices.	YES		
Report of Accomplishments				
Fiscal Year	Accomplishments			
2021	May - Developed reasonable accommodation database to improve tracking and timely response – program improved timeliness.			

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Part H-8 Type of Program Deficiency		Statement of Model Program Essential Element Deficiency Brief Description of Program Deficiency			
Part G – C.4.a	Agency HR Director and the EEO Director do not meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives.				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
17-DEC-21	Agency HR Director and the EEO Director meet regularly to assess personnel programs, policies, and procedures in reference to EEOC laws, instructions, and management directives.	31 Sep 22			
Responsible Official(s)					
Title	Name	Performance Standards Address the Plan? (Yes or No)			
DHA Equal Opportunity and Diversity Management (EODM) Director	Ancrum, Tanja K.				
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director	Gaiter, Keith T.				
Deputy Assistant Director, Administration and Management (HR)	Ronald A. Hamilton				
DHA Affirmative Employment Program Manager	Gilliam, James C. Jr.				
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
31 Sep 22	Establish quarterly scheduled meeting with HR Director to assess personnel programs, policies, and procedures in reference to EEOC laws, instructions, and management directives.	YES			
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	This is a new H plan - no accomplishments to report				

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Part H-9 Statement of Model Program Essential Element Deficiency				
Type of Program Deficiency	Brief Description of Program Deficiency			
Part G – D.1.c	The agency does not 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.			
Objective(s) and Dates for EEO Plan				
Date Initiated	Objective	Target Date	Modified Date	Completed Date
17-DEC-21	Develop agency wide survey that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities.	31 Sep 2022		
Responsible Official(s)				
Title		Name	Performance Standards Address the Plan? (Yes or No)	
Deputy Assistant Director, Administration and Management (HR)		Ronald A. Hamilton		
DHA Affirmative Employment Program Manager		Gilliam, James C. Jr.		
Planned Activities toward Completion of Objective				
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date
01 Jul 22	Develop agency wide survey that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities.	YES		
01 Sep 22	AEP and HR review data quarterly to identify trends, improvements, and best practices.	YES		
Report of Accomplishments				
Fiscal Year	Accomplishments			
2021	This is a new H plan - no accomplishments to report			

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Part H-10		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G–E.1.c E.1.d E.1.f E.1.h E.1.i F.1.a	1. Agency does not timely issue acknowledgment letters immediately upon receipt of a formal complaint; or timely issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report. 2. Agency does not timely complete investigations; or have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions; or timely issue the final agency decision or timely issue final actions following receipt of the hearing file and the administrative judge’s decision.				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
17-DEC-21	Improve timeliness with agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report,	01 Jul 22			
Responsible Official(s)					
Title	Name	Performance Standards Address the Plan? (Yes or No)			
DHA Equal Opportunity and Diversity Management (EODM) Director	Ancrum, Tanja K.				
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director	Gaiter, Keith T.				
Complaint Processing Program Manager	Butler-McCloud, Deborah G.				
ADR Program Manager	Fahey, Timothy E.				
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
01 Apr 22	DHA Complaints team develop quarterly assessment plan to improve timeliness in issuing acceptance /dismissal decisions letters				
01 May 22	Work with Office of General Counsel to improve timeliness of response and to expedite processing of acceptance letters and/or dismissal decisions.				
01 Jul 22	Assess timeliness of complaint processing quarterly and annually.				
Report of Accomplishments					
Fiscal Year					
2021	This is a new H plan - no accomplishments to report				

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Part H-11		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G – E.1.e	Agency does not 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.				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
18 Dec 21	Implement policy to insure 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.	31 Sep 22			
Responsible Official(s)					
Title		Name	Performance Standards Address the Plan? (Yes or No)		
Director, Defense Health Agency		Ronald J. Place, LT. GEN, USA			
Director, Defense Health Agency, Deputy Director					
DHA Equal Opportunity and Diversity Management (EODM) Director		Ancrum, Tanja K.			
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director		Gaiter, Keith T.			
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
31 Sep 22	Develop and/or Update current policy to reflect Agency guidance to insure 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.	YES			
31 Sep 22	Develop training to reemphasize importance of complying with EEO counselors and EEO personnel in processing EEO related matters.	YES			
31 Sep 22	Coordinate with Agency management officials to incorporate participation processes in New Employee and Leaders orientation; assess participation at a quarterly rate.	YES			
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	This is a new H plan - no accomplishments to report				

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Part H-12		Statement of Model Program Essential Element Deficiency				
Type of Program Deficiency		Brief Description of Program Deficiency				
Part G – C.4.c E.4.a.4		DHA does not have access to external and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status or 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.				
Objective(s) and Dates for EEO Plan						
Date Initiated	Objective			Target Date	Modified Date	Completed Date
01-Oct-18	To obtain and submit all external and internal applicant flow data in reference to MD-715 Workforce Tables			30-Sep-21	30-Sep-22	
Responsible Official(s)						
Title			Name	Performance Standards Address the Plan? (Yes or No)		
Deputy Assistant Director, Administration and Management (HR)			Ronald A. Hamilton			
Planned Activities toward Completion of Objective						
Target Date	Planned Activities			Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date
30-Sep-22	Establish timetables for internal and external collections of applicants for the following: (a) internal competitive promotions, new hires, and management positions			YES		
30-Sep-22	Establish timetables and procedures to capture data via vacancy announcements, voluntarily identified applicants, Qualified external, referred applicants, interviewed candidates, and both external and internal selections			YES		
30-Sep-22	Look at best practices for capturing applicant flow data by reaching out to federal agencies who capture applicant flow data			YES		
30-Sep-22	1 Oct 2021, began working with Army CHRC contract HR support to provide applicant flow data for 2021 MD-715			YES		
Report of Accomplishments						
Fiscal Year	Accomplishments					
2021	No accomplishments obtained in FY 21					

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Part H-13		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G – F.3.a F.3.b	Agency does not submit accurate and complete No FEAR Act report or post on its public webpage its quarterly No FEAR Act data.				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
17-DEC-21	Submit timely and accurate No FEAR Act report and post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]				
Responsible Official(s)					
Title	Name	Performance Standards Address the Plan? (Yes or No)			
DHA Equal Opportunity and Diversity Management (EODM) Director	Ancrum, Tanja K.				
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director	Gaiter, Keith T.				
Complaint Processing Program Manager	Butler-McCloud, Deborah G.				
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
15 Apr 22	Develop plan for EEO managers to complete accurate and complete No FEAR Act report on a quarterly basis to post on DHA public webpage.	YES			
15 Oct 22	Develop plan for EEO managers to complete accurate and complete No FEAR Act report on an annual basis	YES			
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	No accomplishments obtained in FY 21				

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MD-715 – Part H
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Part H-14		Statement of Model Program Essential Element Deficiency			
Type of Program Deficiency	Brief Description of Program Deficiency				
Part G – C.2.c C.2.c.1	**Completed plan as of FY 2021** DHA has not 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 or post its procedures for processing requests on its public website				
Objective(s) and Dates for EEO Plan					
Date Initiated	Objective	Target Date	Modified Date	Completed Date	
01-Oct-18	To established procedures for processing requests for Personal Assistance Services and posting of Personal Assistance Services Procedures	30-Sep-21	30-Sep-22	30-Sep-21	
Responsible Official(s)					
Title		Name	Performance Standards Address the Plan? (Yes or No)		
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director		Gaiter, Keith T.			
DHA Affirmative Employment Program Manager		Gilliam, James C. Jr.			
Planned Activities toward Completion of Objective					
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completed Date	
30-Sep-21	Meet 29 CFR 1614.203 (d)(5)(v) requirements by posting personal assistance services procedures on DHA public website	YES			
30-Sep-21	Draft and finalize procedures for Posting of Personal Assistance Services.	YES			
30-Sep-21	Partner with DHA 501 compliance coordinators to ensure IWD in the general public have access to employment and pertinent information at DHA.	YES			
30-Sep-21	Posting of DHA Personal Assistance Services Procedures	YES		20 Nov 20	
Report of Accomplishments					
Fiscal Year	Accomplishments				
2021	Jan - Updated DHA Administrative Instructions on Reasonable Accommodation, with new EEOC requirements, forwarded to EEOC Jan 4, 2020 for review and approval. Once approved, will upload to DHA website.				
2021	Nov - DHA Administrative Instructions 10.20.1 signed and published on DHA website.				

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 Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency		
Source & Specific Workforce Data Table of the Trigger		Narrative Description of Trigger
Part I-1	FedSep 2.0 Workforce Data Tables Table B1, B2, and B6(P) (Total Permanent Workforce)	Persons With Disability - PWD (11.19%) below Federal benchmark of 12.00% within total permanent workforce and 2 of 6 Mission-Critical Occupations.
Part I-2	FedSep 2.0 Workforce Data Tables Table A1 (Total Permanent Workforce)	Hispanic females and males below the civilian labor force (CLF) despite the hiring of both Hispanic males and females.

DISCLAIMER: *The Defense Health Agency continues the reformation and transition of civilian employees in support of the DHA and military medical treatment facilities in accordance with section 702 of the National Defense Authorization Act (NDAA) for FY17, which has contributed to the continuous growth of the civilian population in the agency on an annual basis. The DHA will not be able to effectively assess for trends and identified barriers or triggers until the reformation and transition of civilian employees in to the DHA is complete.*

The DHA continues to expand information collection systems to improve data integrity. The DHA conducted workforce data analysis in FY 21 by primarily assessing whether any triggers or barriers exist regarding the exclusion of certain groups compared to the National Civilian Labor Force (CLF) standards for the 2014-2018 U.S. Census.

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MD-715 – Part I
Agency EEO Plan to Eliminate Identified Barrier

Part I - 1 Statement of Condition That Was a Trigger for a Potential Barrier

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
FedSep 2.0 Workforce Data Tables	Table B1, B2, and B6(P) (Total Permanent Workforce)	Persons With Disability - PWD (11.19%) below Federal benchmark of 12.00% within total permanent workforce and 2 of 6 Mission-Critical Occupations.

EEO Group(s) Affected by Trigger				
<input checked="" type="checkbox"/>	All Men	White Males	Asian Males	American Indian or Alaska Native Males
<input checked="" type="checkbox"/>	All Women	White Females	Asian Females	American Indian or Alaska Native Females
	Hispanic or Latino Males	Black or African American Males	Native Hawaiian or Other Pacific Islander Males	Two or More Races Males
	Hispanic or Latino Females	Black or African American Females	Native Hawaiian or Other Pacific Islander Females	Two or More Races Females

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected	Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	<p><u>Table B-1</u> ~ IWD permanent workforce participation rate (11.19%) was below the federal benchmark by 0.81%.</p> <p><u>Table B-2</u> ~ Subordinate Component (National Capital Region Market – 7.88%) significantly impact agency overall participation rate</p> <p><u>Table B-6(P)</u> ~ IWD below federal benchmark of 12% for Mission-Critical Occupations Nurse Series (0610) and Medical Officer (0602).</p>	Focus Groups	NO	

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Complaint Data (Trends)	NO		Interviews	NO	
Grievance Data (Trends)	NO		Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	YES	DHA FEVS 2020 Annual Report Effective Date: 12 February 2021
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NO		Other (Please Describe)	NO	
Status of Barrier Analysis Process	Barrier Analysis Process Completed? (Yes or No)	NO	Barrier(s) Identified? (Yes or No)	YES	
Statement of Identified Barrier(s) Description of Policy, Procedure, or Practice					
Although PWD and PWTD have representation, the agency is deficient in promoting and educating hiring manager and senior leaders throughout agency. IWD below federal benchmark of 12% for Mission-Critical Occupations Nurse Series (0610) by 3.16% and Medical Officer (0602) by 6.58%.					
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 Schedule A fact sheet for supervisors	18 Dec 21	01 Apr 22	YES		
Collaborate with Human Capital to conduct training on the different special hiring authorities (Schedule A and others)	18 Dec 21	01 May 22	YES		
Publish and distribute Disability Strategic Plan	18 Dec 21	31 Sep 22	YES		
Collaborate the advertisement and awareness of special hiring authorities to hire PWD and PWTD	18 Dec 21	01 Jul 22	YES		
Establish an exit interview process that includes an identifying question regarding disability status and reason for separating from the agency	18 Dec 21	31 Sep 22	YES		

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Responsible Official(s)		
Title	Name	Performance Standards Address the Plan? (Yes or No)
Deputy Assistant Director, Administration and Management (HR)	Ronald A. Hamilton	
DHA Equal Opportunity and Diversity Management (EODM) Director		
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director	Gaiter, Keith T.	
DHA Affirmative Employment Program Manager	Gilliam, James C. Jr.	
DHS Components ((see Component reports for current EEO Directors)	Component EEO Directors	

Planned Activities Toward Completion of Objective			
Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
01 Mar 22	Develop Schedule A fact sheet for supervisors		
01 May 22	Collaborate with Human Capital to conduct training on the different special hiring authorities (Schedule A and others)		
01 Jul 22	Review and publish the Disability Strategic Plan		
01 Jul 22	Collaborate the advertisement and awareness of special hiring authorities to hire PWD and PWTD		
30 Sep 22	Collaborate with Human Capital to establish an Exit Interview process		

Report of Accomplishments	
Fiscal Year	Accomplishments
2021	This is a new I plan - no accomplishments to report

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MD-715 – Part I
Agency EEO Plan to Eliminate Identified Barrier

Part I - 2 Statement of Condition That Was a Trigger for a Potential Barrier

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
FedSep 2.0 Workforce Data Tables	Table A1 (Total Permanent Workforce)	FY 2021, Hispanic Females (4.25%) and Hispanic Males (3.65%) total workforce participation below the civilian labor force (CLF) rate. - Hispanic males CLF benchmark: 6.20%. - Hispanic females CLF benchmark: 4.50%.

EEO Group(s) Affected by Trigger

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

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected	Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	-Hispanic males total workforce participation rate (3.65%) was below the CLF by 2.55%. -Hispanic Females total workforce participation rate (4.25%) was below the CLF by 0.25%.	Focus Groups	NO	
Complaint Data (Trends)	NO		Interviews	NO	
Grievance Data (Trends)	NO		Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	YES	DHA FEVS 2020 Annual Report Effective Date: 12 February 2021
Findings from Decisions (e.g., EEO, Grievance,	NO		Other (Please Describe)	NO	

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MSPB, Anti-Harassment Processes)					
Status of Barrier Analysis Process		Barrier Analysis Process Completed? (Yes or No)	NO	Barrier(s) Identified? (Yes or No)	YES
Statement of Identified Barrier(s) Description of Policy, Procedure, or Practice					
Hispanic females and males total workforce below the civilian labor force (CLF) despite the hiring of both Hispanic males and females. Further analyses required to identify potential barriers for low participation rate of Hispanics.					
Objective(s) and Dates for EEO Plan					
Objective			Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)
Plans underway to conduct further analyses.			01 Oct 12	01 Oct 15	YES
Responsible Official(s)					
Title		Name			Performance Standards Address the Plan? (Yes or No)
Deputy Assistant Director, Administration and Management (HR)		Ronald A. Hamilton			
DHA Equal Opportunity and Diversity Management (EODM) Director					
DHA Equal Opportunity and Diversity Management (EODM) Deputy Director		Gaiter, Keith T.			
DHA Affirmative Employment Program Manager		Gilliam, James C. Jr.			
DHS Components ((see Component reports for current EEO Directors)		Component EEO Directors			
Planned Activities Toward Completion of Objective					

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Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
01 Oct 12	DHA will continue to advertise job vacancies to all groups, specifically the Hispanic communities using USAJOBS and other relative employment databases.	30 Sep 23	
Report of Accomplishments			
Fiscal Year	Accomplishments		
2021	Further analyses required to identify potential barriers for low participation rate of Hispanics Hispanic females and males in the total workforce despite the hiring of both Hispanic males and females. DHA will not be able to effectively assess for trends in identified barriers or triggers until the reformation and transition of civilian employees in to the DHA is complete.		

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MD-715 – Part J

Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

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

Section I: Efforts to Reach Regulatory Goals

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

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

- a. Cluster GS-1 to GS-10 (PWD) YES
- b. Cluster GS-11 to SES (PWD) YES

The percentage of PWD up to the grade of GS-10 cluster was 11.81.
The percentage of PWD in the GS-11 to SES cluster was 10.72. (Reference: Table B-4(P)).

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

- c. Cluster GS-1 to GS-10 (PWD) NO
- d. Cluster GS-11 to SES (PWD) YES

The percentage of PWTD in the GS-11 to SES cluster was 1.77 (Reference: Table B-4(P)).

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

DHA conducted virtual new supervisory training to communicate the numerical goals and methods to hire individual with disabilities. The agency also communicates using methods such as schedule A and Workforce Recruitment Programs to meet goals.

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Section II: Model Disability Program

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

PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

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

- YES

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	8 (HQs)			Ronald A. Hamilton Deputy Assistant Dir. (J1), ADMIN & MGMT Administration and Management ronald.a.hamilton2.civ@mail.mil
Answering questions from the public about hiring authorities that take disability into account	1	0	0	DHA EODM Disability Program Manager James C. Gilliam Jr. james.c.gilliam1.civ@mail.mil
Processing reasonable accommodation requests from applicants and employees	2	3	0	DHA EODM Disability Program Manager James C. Gilliam Jr. james.c.gilliam1.civ@mail.mil
Section 508 Compliance	2	0	1	Lamberti, Richard Anthony

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				Chief Information Technology/Information Management, J-9 richard.a.lamberti.civ@mail.mil
Architectural Barriers Act Compliance	3	0	0	Roy Hirschak Chief Operations and Maintenance, Facility Ops DHA Facilities Enterprise roy.d.hirschak.civ@mail.mil
Special Emphasis Program for PWD and PWTD	0	0	0	Vacant

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

YES; The DHA Disability Program team conducted monthly meeting and participated in various training presentations to promote the agencies clear commitment to meeting the numerical goals set forth under Section 501; 12% for PWD and 2% for PWTD.

PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

- **YES;** however, EEO personnel shortages at subordinate levels hinder programs effectiveness. Continuing to coordinate and engage with subordinate leadership to hire personnel.

Section III: Plan to Recruit and Hire Individuals with Disabilities

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

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A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES

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

- Continue and improve upon the current processes of disseminating opportunities widely through USAJobs, DHA resume databank, Direct Hire Authorities, Schedule A, Workforce Recruitment Program (WRP), and social media platforms that targeted a variety of disabled and veteran organizations
- Ensure that vacancy announcements provide information regarding special hiring authority preference
- Improve hiring official's awareness in order to increase their knowledge of available non-competitive hiring authorities applicable to people with disabilities.
- Focus marketing techniques on simplifying processes for candidates to improve employment consideration opportunities
- Utilize the Workforce Recruitment Program to recruit people with disability and continue to promote the use of Schedule A to hire disabled veterans.
- Utilize the Computer/Electronic Accommodation Program to assist veterans on reasonable accommodation requests for electronic or computer related accommodations.

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

DHA hired 1,173 permanent employees in 2021; 116 were people with a disability and 19 were people with a targeted disability. The agency uses schedule A hiring authority and Workforce Recruitment Program to hire employees with disabilities permanently and part-time.

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

Human Resources advises managers on the hiring process. A schedule A letter is required from a healthcare 31 professional in the hiring process.

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

YES; DHA annually conducts First time supervisory training and mandatory refresher training to all managers.

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B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

The agency has established relationships and maintained several contacts with organizations to assist individuals with disabilities at DHA. We have a partnership with Computer Accommodation Program known as CAP, and seek guidance from Job Area Network (JAN) to assist with accommodation efforts to maintain employment.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

- a. New Hires for Permanent Workforce (PWD) **YES**
- b. New Hires for Permanent Workforce (PWTD) **YES**

The percentage of new hires PWD was 9.89% and the percentage of new hires PWTD was 1.62% (Reference: Table B-1).

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

- a. New Hires for MCO (PWD) **YES**
- b. New Hires for MCO (PWTD) **YES**

NOTE: The Applicant Flow data was not available at this time.

DHA Table B6 Data does not include applicant flow data for any of the mission-critical occupations. DHA is presently working to gain access to the USAJobs applicant flow data to identify the qualified applicant flow data and any triggers and/or barriers.

Mission-Critical Occupations (MCO)

- Nurse Series (0610) ~ PWD - 5.89% / PWTD - 0.46%
- Health System Specialist (0671) ~ PWD - 16.15% / PWTD - 2.43%
- Information Technology Management (2210) ~ PWD - 19.23% / PWTD - 3.39%
- Management and Program Analysis (0343) ~ PWD - 16.81% / PWTD - 3.64%
- Miscellaneous Administration and Program (030) ~ PWD - 16.57% / PWTD - 1.97%
- Medical Officer (0602) ~ PWD - 5.42% / PWTD - 1.08%

Source: CHRA - Business Objects BI (BOBI) Workforce Data - as of 30 September 2021

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3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- a. Qualified Applicants for MCO (PWD) N/A
- b. Qualified Applicants for MCO (PWTD) N/A

The Applicant Flow data was not available at this time.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- a. Promotions for MCO (PWD) N/A
- b. Promotions for MCO (PWTD) N/A

The Applicant Flow data was not available at this time.

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

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

A. ADVANCEMENT PROGRAM PLAN

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

The agency has a career development and mentoring program. Each year, selectees comprise of individuals with disabilities. Individuals with disabilities take part in mid-level and senior level supervisory courses in their career programs, Harvard business school of government, and take part in the agency mentoring program as either a mentor or mentee.

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B. CAREER DEVELOPMENT OPPORTUNITIES

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

Annually the agency sponsors competitive program opportunities for employees to apply to: The Competitive Programs consist of short-term and long-term training programs. Long-Term Training refers to programs/courses of 120 consecutive work days or more and may be used to develop managerial and professional staff. Special long-term assignments and other professional development opportunities may be proposed for extended study, research, or development.

In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2018 MD-715 report, which is due on February 28, 2019.]

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs						
Fellowship Programs						
Mentoring Programs						
Coaching Programs						
Training Programs						
Detail Programs						
Other Career Development Programs						

Source: DHA Human Resources Office - ... due to COVID 19, the agency did not participate in any mentoring program in FY 21.

Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

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

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The Applicant Flow data was not available at this time.

Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- a. Applicants (PWTD) N/A
- b. Selections (PWTD) N/A

The Applicant Flow data was not available at this time.

C. AWARDS

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

- a. Awards, Bonuses, & Incentives (PWD) N/A
- b. Awards, Bonuses, & Incentives (PWTD) N/A

The Applicant Flow data was not available at this time

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

- a. Pay Increases (PWD) N/A
- b. Pay Increases (PWTD) N/A

The Applicant Flow data was not available at this time

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

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

The Applicant Flow data was not available at this time.

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D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. SES

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

b. Grade GS-15

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

c. Grade GS-14

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

d. Grade GS-13

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

The Applicant Flow data was not available at this time

2. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. SES

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

b. Grade GS-15

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

c. Grade GS-14

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

d. Grade GS-13

i. Qualified Internal Applicants (PWD) N/A	ii. Internal Selections (PWD) N/A
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The Applicant Flow data was not available at this time

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3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

- | | | | | |
|-----------------------------|-----|---|----|---|
| a. New Hires to SES (PWD) | Yes | 0 | No | 0 |
| b. New Hires to GS-15 (PWD) | N/A | | | |
| c. New Hires to GS-14 (PWD) | N/A | | | |
| d. New Hires to GS-13 (PWD) | N/A | | | |

The Applicant Flow data was not available at this time

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

- | | | | |
|------------------------------|-----|--|--|
| a. New Hires to SES (PWTD) | N/A | | |
| b. New Hires to GS-15 (PWTD) | N/A | | |
| c. New Hires to GS-14 (PWTD) | N/A | | |
| d. New Hires to GS-13 (PWTD) | N/A | | |

The Applicant Flow data was not available at this time

5. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

- | | | | |
|------------------------------|-----|--|--|
| a. New Hires to SES (PWTD) | N/A | | |
| b. New Hires to GS-15 (PWTD) | N/A | | |
| c. New Hires to GS-14 (PWTD) | N/A | | |
| d. New Hires to GS-13 (PWTD) | N/A | | |

The Applicant Flow data was not available at this time

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6. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.
- a. Executives
 - i. Qualified Internal Applicants (PWD) N/A ii. Internal Selections (PWD) N/A
 - b. Managers
 - i. Qualified Internal Applicants (PWD) N/A ii. Internal Selections (PWD) N/A
 - c. Supervisors
 - i. Qualified Internal Applicants (PWD) N/A ii. Internal Selections (PWD) N/A

The Applicant Flow data was not available at this time

7. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.
- a. Executives
 - i. Qualified Internal Applicants (PWD) N/A ii. Internal Selections (PWD) N/A
 - b. Managers
 - i. Qualified Internal Applicants (PWD) N/A ii. Internal Selections (PWD) N/A
 - c. Supervisors
 - i. Qualified Internal Applicants (PWD) N/A ii. Internal Selections (PWD) N/A

The Applicant Flow data was not available at this time

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8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions?

If "yes", describe the trigger(s) in the text box.

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

The Applicant Flow data was not available at this time

9. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

- | | |
|-------------------------------------|-----|
| a. New Hires for Executives (PWTD) | N/A |
| b. New Hires for Managers (PWTD) | N/A |
| c. New Hires for Supervisors (PWTD) | N/A |

The Applicant Flow data was not available at this time

Section V: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

- YES

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

- | | |
|----------------------------------|-----|
| a. Voluntary Separations (PWD) | N/A |
| b. Involuntary Separations (PWD) | N/A |

The Applicant Flow data was not available at this time

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

- | | |
|-----------------------------------|-----|
| c. Voluntary Separations (PWTD) | N/A |
| d. Involuntary Separations (PWTD) | N/A |

The Applicant Flow data was not available at this time

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

N/A

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

https://dodcio.defense.gov/DoDSection508/Std_Stmt.aspx

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

Coordinating with Information Management and Facilities to develop agency Architectural Barriers Act web page.

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

An examination of programs, policies or practices will be vetted with facility and HIT in FY 2021.

C. REASONABLE ACCOMMODATION PROGRAM

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

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

18.46 business days

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

The impact was an overall increase in requests for accommodation due to the reformation and transition of civilian employees in to the DHHA.

The agency allocated multiple resources to support 2.29% (164) of the permanent workforce requesting a reasonable accommodation and 72.61% (119) of the request were approved or approved with modifications with an average completion time of 18.46 business days.

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

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

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

DHA incorporated personal assistance services (PAS) procedures in its reasonable accommodation guidance (DHA AI 1020.01) published in Nov 2020. Two (2) request for PAS were received and approved in FY 21.
--

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?
NO
2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?
NO
3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?
NO
2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?
NO

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

N/A

Section VII: Identification and Removal of Barriers

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

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

NO

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

NO

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

Trigger 1		
Barrier(s)		
Objective(s)		
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables		
Complaint Data (Trends)		

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Grievance Data (Trends)				
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)				
Climate Assessment Survey (e.g., FEVS)				
Exit Interview Data				
Focus Groups				
Interviews				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)				
Other (Please Describe)				
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
Fiscal Year	Accomplishments			

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

- N/A

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

- N/A

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

- N/A