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715-01 PART E U.S. Equal Employment Opportunity Commission

## HQ JOINT MUNITIONS COMMAND ANNUAL EEO PROGRAM STATUS REPORT

### EXECUTIVE SUMMARY

#### **Mission and Functions**

##### ***Description:***

The Headquarters Joint Munitions Command (JMC) is a tenant organization located on Rock Island Arsenal, Rock Island, Illinois. Arsenal Island is approximately one mile wide and three miles long and covers 946.3 acres. Arsenal Island is bordered by Davenport and Bettendorf, IA across the Mississippi river to the north, and Rock Island, Moline and East Moline, IL across the river to the south. The overall bi-state metropolitan area is known collectively as the "Quad Cities," comprising a six county commuting area of approximately 300,000 people. The Rock Island Arsenal and its tenants provide more than 6000 jobs, making it the second largest employer in the Quad Cities area.

The HQ JMC is responsible for management of munitions production (ammunition plants), transportation, and storage (depots) facilities in 15 states. To accomplish this mission the HQ JMC employs over 700 civilian personnel. HQ JMC organization consists of G-Staff offices, Special Staff offices and the Munitions and Logistics Readiness Center (MLRC). Special Staff offices are the Chaplain's Office, Equal Employment Opportunity, Command Historian, Office of Inspector General, Public Affairs, Transition Office, Lean Six Sigma, Safety/RAD Waste and Security Assistance. The remaining functional offices are Resource Management (G8), Force Protection (G2), Information Management (G6), Strategic Plans and Analysis (G3/5/7) Office, and Human Resource Management G1). The MLRC consist of Munitions Commodity Management, Logistics Integration, Quality, Munitions Readiness Directorate, Industrial Support, and Business Operations Directorate (Figure 1).

Overall, the HQ JMC procures, manufactures, stores and transports conventional ammunition for all of the U.S. Armed services and many allies. Our conventional ammunition CONUS assets are valued at over \$24.3 billion.

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*U.S. Equal Employment Opportunity Commission*  
HQ JMC ANNUAL EEO PROGRAM STATUS REPORT

**EEO Office** - The JMC EEO office is a Headquarters EEO office, i.e., our mission is policy and oversight (operational support is provided by the Rock Island Arsenal Garrison EEO office and includes day-to-day services in complaints processing, training, special emphasis, programs and activities and reports). As such we advise the JMC Commanding General on all matters affecting the execution of the EEO policy and programs throughout the Command. We coordinate with executives and managers concerning the implementation of command policies and monitor all reporting EEO programs for compliance and efficacy. We report to the Commanding General on a regular basis and to the HQ, AMC on all suspense items directed from their office. We are charged with the developing and executing the annual JMC MD 715 Report and Plan. In order to adequately execute this plan, we need to drill down to consider the JMC headquarters as a distinct element with its own shortfalls and necessary corrective actions.

This report is a compilation of current state and proposed corrective actions of the EEO program at the HQ Joint Munitions Command. This command is committed to continuous improvement. We intend to use Lean Six Sigma when appropriate as a primary corrective actions tool for the coming year. This report has been prepared for inclusion into a consolidated AMC report in response to a request from the Equal Employment Opportunity Commission (EEOC).

The JMC EEO office has a full time staff of 4 at the headquarters in Rock Island, The EEO office is comprised of the EEO Officer, who also served as MD 715/Affirmative Employment and Compliance Manager in 2008; two EEO Specialist, who serves as the Command Complaints Processing and Training Manager, who recently joined the team in September 2008, will serve as the Command MD 715 and Compliance Manager, and one Administrative Support Assistant. See Figure 2.

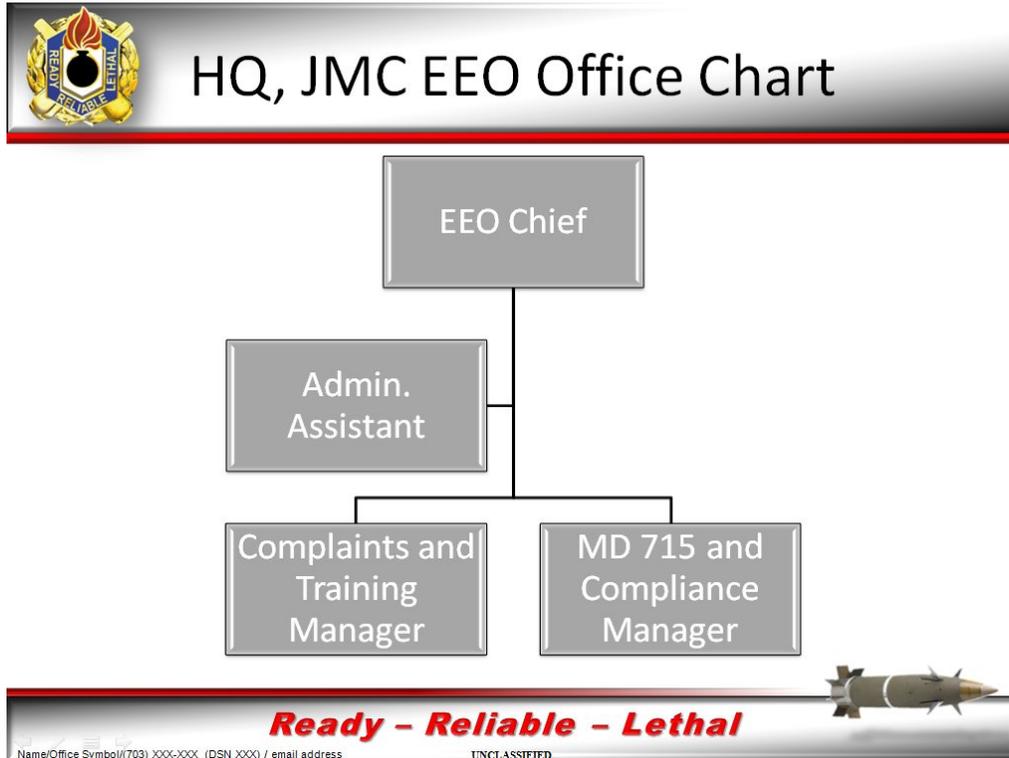


Figure 2

**Database Information:**

Data for this report is derived from the Defense Personnel Civilian Data System (DPCDS), via the Business Objects Application (BOAxi) interface. Additionally, we derive complaints data from the iComplaints reporting universe in Business Objects and/or the iComplaints database. The Business Objects Application (BOAxi) program allows users to access, analyze, and share information. It also provides powerful query, reporting, and analysis functionality. One drawback to the current automated data system in use by Army is that it has no method to track applicant pool data. Consequently, we have no method to specifically determine the RNO or gender makeup of applicants for specific positions. The data set is complete enough to draw conclusions using commonly acceptable statistical methods and principles. The data is calculated through the use of the Fed Nine Occupational Groupings and OPM Standard Occupational Categories.

We utilize a Federal Information Processing Standards (FIPS) code of 1960, which represents the Davenport, Moline, Rock Island IL/IA metropolitan statistical area, because that is the primary recruiting area for the HQ JMC. However, we have determined that the use of the National CLF is appropriate for specific occupational series, career programs and high grade analysis because the relevant applicant pool is

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*U.S. Equal Employment Opportunity Commission*  
HQ JMC ANNUAL EEO PROGRAM STATUS REPORT

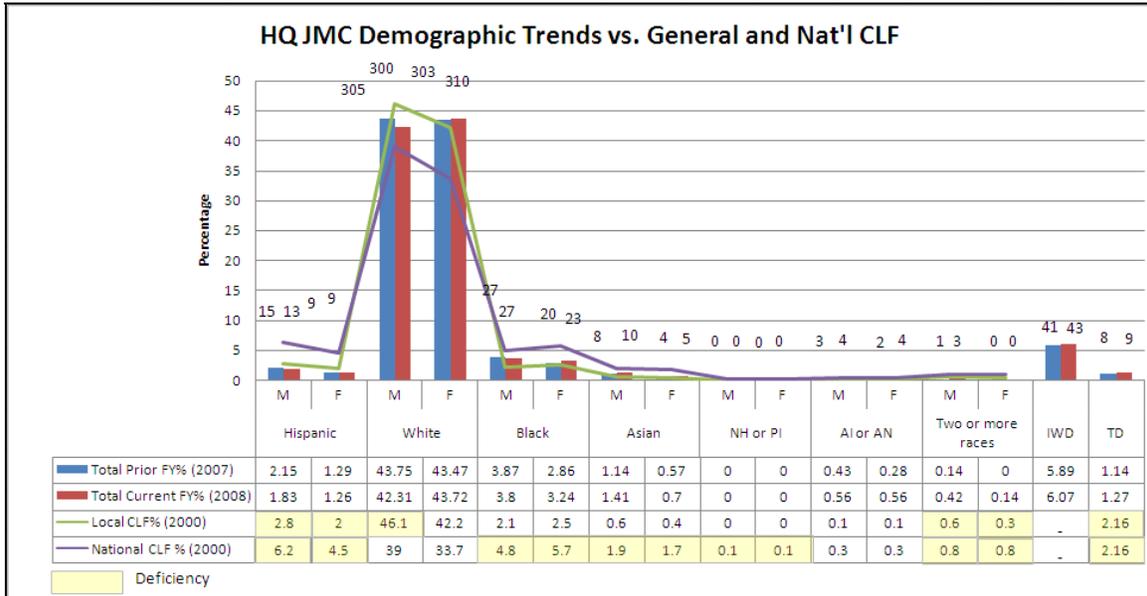
Army-wide and/or nation-wide rather than limited to the local Standard Metropolitan Statistical Area (SMSA).

Statistical analyses are conducted to reflect organizational policy on each RNO group and gender group as compared to the Civilian Labor Force (CLF) statistics. These statistics were developed by the U.S. Department of Labor Census Bureau and issued for use to federal agencies by the EEOC. Where analyses indicate a trigger in participation rates of RNO and gender groups, EEOC directives require development of specific action plans to correct and eliminate any identified barriers as appropriate. A Model EEO Program as defined by MD 715 instructions does not define success by setting numeric goals. Resources and strategies must be directed towards developing proactive prevention initiatives that specifically address the cause and effects of low participation rates of RNO groups.

**Summary Analysis of Workforce:**

**Overall HQ JMC WORKFORCE Demographics (a/o 30 Sep 2008)**

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**U.S. Equal Employment Opportunity Commission**  
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**Figure 3**

**Workforce Distribution:**

As of the end of September in Fiscal Year (FY) 2008, the HQ JMC workforce included 709 civilian Appropriate Funds (AF) employees. As a Rough Order of Magnitude (ROM), approximately 480 (68%) were assigned to the Munitions and Logistics Readiness Center (MLRC), Information Management (G6) (5%), Human Resources (G1) 3%, Resource Management (G8) 8%, Strategic Plans and Initiatives, (G3/5/7) 1%, and the balance split between various Specials Staff offices (15%).

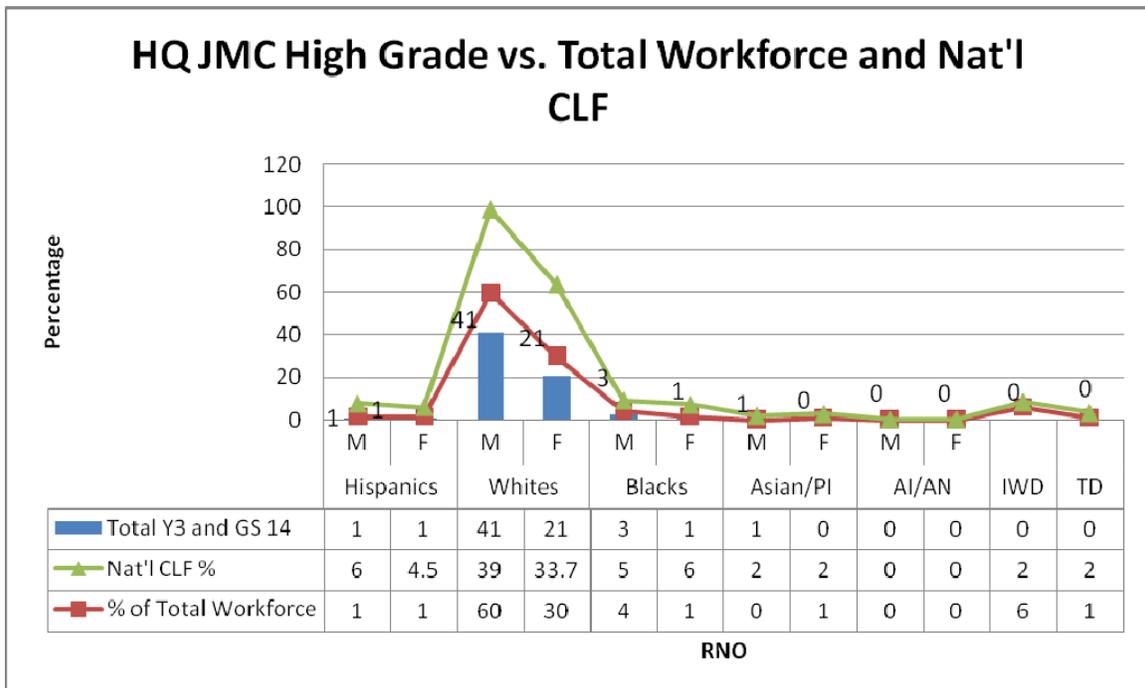
The JMC civilian AF workforce is a diverse population that consists of approximately 52% men and 48% women. Analyses of available workforce data indicate that a majority of Race National Origin (RNO) Groups are fairly balanced and thus considered to be representative when compared against the local CLF. Individuals with Disabilities (IWD) and those with Targeted Disabilities (TD) comprise 6% (43) and 1.27% (9), respectively. While it is true that overall Army's IWD and TD numbers are declining, HQ JMC has seen a slight increase overall from 41 FY07 to 43 FY08 for IWD and 8 FY07 to 9 in FY 08 for persons with TD.

Ideally, these numbers should increase with each year with a target to reach the MD 715 Federal High for TD of 2.16%. 665 (94%) have no disabilities or chose not to disclose any disability.

**High Grades:**

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Generally speaking, high-grade employees at headquarters are comprised of employees who occupy grades GS14 and Y03. Individuals who occupy high-grade GS 14 and Pay Band Y03 categories, comprise roughly 10% (69) of HQ JMC workforce - 67% (46) of these positions are held by men and 33% (23) are held by women. Overall high grades are found to be proportionate compared against general population at HQ JMC with the exception of women in high grades. White women represent 44% of the overall JMC population, yet occupy only 30% of the high grade positions. Further, Black women comprise 3% of the population, yet hold only 1.4% of the high grade positions.



**Figure 4**

High grade applicants come from an Army wide base, therefore the National Civil Labor Force (CLF) standard was used as a benchmark when analyzing high grade positions across RNOs at HQ JMC. As identified in figure 4 below, high graded Hispanics and Blacks may be close in proportion to local workforce percentage, but the percentages are not proportionate against the National CLF.

High grade Individuals with Disabilities (IWD) and Targeted Disabilities (TD) comprise 9% (4) and 0% (0), respectively. High graded IWD appears proportionate to the overall workforce percentages of 6% but slight below TD of 1.27%.

**Promotions:**

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HQ JMC ANNUAL EEO PROGRAM STATUS REPORT

Overall, there were 59 promotions at the Headquarters in FY 08 of all grade levels. White men received 29% (17) and White women received 47% (28), Blacks received 17% (10), Hispanics 2% (1) and Asians 5% (3).

Overall, the number of promotions appear balanced with respect to workforce percentages of the various RNO groups.

**Performance Awards:**

Based on data extracted from the DCPDS database, cash award distribution went as follows: Overall 508 cash awards were given out to 709 employees. They were split about 50/50 between men and women. With respect to RNO groups, 2% (11) were received by Hispanic men, 1% (7) were received by Hispanic women, 4% (19) were received by Black men, and 4% (18) were received by black women. 44% (221) went to white females, and 43% (217) went to White men. Overall, cash awards distribution was close to a 1/1 ratio, meaning nearly every employee received some form of monetary award.

A closer look at the median (midpoint) performance cash awards received at HQ JMC revealed that the General Schedule (GS) employee award values were very close in amount across all RNOs. In the NSPS category, however, Hispanic males received an average performance bonus of \$4,300.00, Black men received about \$2,800.00, White women \$2,600.00 and White men about \$1,700.00 in bonuses. Hispanic men only make up approximately 2% of the workforce. It would appear that minority groups are receiving equitable dollar value performance awards with respect to workforce percentages across HQ JMC.

An analysis of overall cash awards of high grades (GS14-Y03), indicated that they appear to be distributed evenly across each RNO within HQ JMC. From a total of 69 high graded GS14 and Y3 pay band employees, there were 69 cash awards given out. 62 (89%) of those awards went to Whites, and 7 (10%) went to the minority groups. Comparing these percentages relative to total high grade population percentages, they appear to be appropriately balanced across RNOs.

**Top Series/Career Programs:**

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<b>* Top 10 Employment Programs/Job Series and Demographics</b>							
<b>Series</b>	<b>H</b>	<b>W</b>	<b>B</b>	<b>A/PI</b>	<b>AI/AN</b>	<b>IWD</b>	<b>TD</b>
301 – Misc. Admin. & Programs	4%	86%	9%	1%	1%	6%	2%
346 – Logistics Management	4%	90%	4%	0%	1%	6%	1%
801 – General Engineer	2%	75%	8%	13%	2%	8%	0%
1910 – Quality Assurance	0%	88%	6%	4%	2%	4%	0%
2010 – Inventory Management	4%	83%	11%	0%	0%	0%	0%
1150 – Industrial Specialist	0%	89%	6%	0%	6%	9%	0%
2210 – Information Technology	6%	94%	0%	0%	6%	9%	3%
560 – Budget Analysis	0%	84%	13%	3%	0%	6%	0%
303 – Misc. Clerk and Assistant	4%	43%	8%	0%	4%	12%	4%
343 - Management/Program Analysis	0%	90%	0%	10%	0%	5%	4.75%

<b>*Top Career Program (CP) and Demographics</b>						
<b>Career Program</b>	<b>H</b>	<b>W</b>	<b>B</b>	<b>A/PI</b>	<b>AI/AN</b>	<b>IWD</b>
CP 33 - Ammunition Management	4%	87%	7%	0%	1%	6%
CP 16 - Engineers & Scientists (non-construction)	2%	75%	9%	12%	2%	8%
CP 11 – Comptroller	2%	81%	13%	4%	0%	4%

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**U.S. Equal Employment Opportunity Commission**  
**HQ JMC ANNUAL EEO PROGRAM STATUS REPORT**

CP 34 - Information Mission Area (IMA)	6%	94%	10%	2%	2%	9%
CP 15 - Quality and Reliability Assurance	0%	88%	4%	4%	4%	4%
CP 20 – Quality Assurance Specialist (Ammunition Surveillance)	0%	87%	9%	4%	0%	4%
CP 12 - Safety Management	0%	90%	0%	5%	5%	5%
CP 26 – Manpower and Force Management	0%	92%	0%	8%	0%	8%
CP 19 – Security	0%	100%	0%	0%	0%	0%

*\* H=Hispanics, W=Whites, B=Blacks, A/PI=Asian/Pacific Islanders, AI/AN=American Indians/Alaskan Natives, IWD=Individual With Disabilities*

**HQ JMC Skills Assessment:**

Based on the above Top Job Series demographics, Black, Hispanics, Asians, and AI/AN have low participation in Ammunition Management, General Administrative and Engineering. Minority groups in Career Program 33, Ammunition Management, are under 10%. These job series reflect essential skills and abilities to HQ JMC’s logistics mission. JMC EEO will work with G1 and Senior leaders to develop action plans to raise out of balance participation rates.

**Minority College Relations Program:**

During FY 2008, JMC/ASC partnered with Vista Corporation, a firm that specializes in assisting recruitment through Minority Serving Institutions. The Minority College Relations Program (MCRP) regained recognition as a valued means of obtaining well-qualified college students. The MCR team was successful in obtaining one 15 week student and four 10 week students to accomplish contractual “Scopes of Work” during the summer of 2008. JMC plans to recruit 25 students to accomplish “Scopes of Work” in FY09. We are also building relationships with National Association for Equal Opportunity (NAFEO) as an additional means to reach minority students. The students who participate in the MCRP programs can become candidates for FCIP intern positions and eventually compete for permanent positions.

This program targets outreach to institutions of higher education with significant

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HQ JMC ANNUAL EEO PROGRAM STATUS REPORT

representation of all students to satisfy the White House Executive Orders directed at Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges and Universities.

**Current Challenges:**

FY 09 marks the first opportunity for JMC Senior Leadership to actively participate in the planning and implementation of actions designed to overcome programmatic shortfalls. HQ JMC EEO office will develop and execute a detailed structure of demographics barriers then work closely with the Commander and Senior Leadership to overcome these barriers and set forth an enabling structure suitable to balance and diversified our workforce. We will accomplish this using teamwork and proven Lean Six Sigma methods and tools.

Major challenges are: 1) Develop a reportable management tool of status quo demographics, establish buy-in and implement its use from hiring officials to positively influence change towards a more balanced workforce throughout HQ JMC, 2) Access to data that ensures quantifiable analyses which will reduce agency risk and liability. Data necessary includes: recruitment and retention; applicant flow; selection and referrals; career development and training. By obtaining such data, EEO Officials will be better able to provide both strategic and tactical advice on employment policies, practices, and procedures. 3) Work to increase the representation of Individuals with Disabilities and Disabled Veterans overall and Individuals with Targeted Disabilities in particular. 4) Career Development across RNOs. Promotions of minority group other than White women appear low comparatively across HQ. Within GS employees, promotions occurred most frequently at the GS11 and 12 levels. Career development through enhanced training and mentorships at the lower level will act to bridge higher grades opportunities for improved upward mobility across all RNOs.

In FY 08, HQ JMC reported only 43 persons (6.07%) with disabilities. As a headquarters, the majority of our positions are administrative in nature making functional areas well suited for employing persons with disabilities. This is not happening today. HQ JMC will shift emotional mindsets and insert technology to make every effort towards increasing representation of individuals with disabilities. Training is planned to educate hiring officials and encourage them to take advantage of programs such as Schedule A Authority, Wounded Warriors, and Workforce Recruitment Program (WRP). Further, HQ JMC's servicing EEO office, Rock Island Arsenal Garrison EEO office, recently hired a full time Individual with Disabilities Manager (IWDPM) who intends to conduct more awareness and special accommodations training.

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*U.S. Equal Employment Opportunity Commission*  
HQ JMC ANNUAL EEO PROGRAM STATUS REPORT

Despite our commitment to hiring persons with disabilities and disabled veterans, the percentage of persons having “targeted disabilities” is on a downward trend across Army and within the JMC and at the headquarters. One contributing problem may be with self-identification and out dated personnel records. Giving employees access to their personnel data through “My Biz” should assist with the errors in self-identification and, we believe, improve our overall percentage in this area. This plus the addition of IWD program manager should increase the applicant pools for hiring official to select from.

In summary, we note overall, overt underrepresentation of Hispanic men and women at all levels. Asian men and women, and American Indian/Native Alaskan are marginally close to the local Civilian Labor Force (CLF), however, minority groups as a whole are still well below National CLF representational rates. This trend is consistent throughout major occupational categories and generally across all grade levels, but even more egregious at higher-grade levels (i.e., 14 and above and/or pay bands 3).

### **MODEL PROGRAM SUMMARY**

#### **ELEMENT A – DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP**

##### **Strengths:**

- HQ JMC leadership is firmly committed to equality of opportunity for all employees and applicants for employment. EEO objectives and principles are a part of the JMC culture, are embraced by JMC leadership, and are communicated from the top down.
- EEO policies were updated following the Change of Command August 2008.

##### **Deficiencies:**

- Reasonable Accommodation Procedures need to be developed and implemented throughout the JMC.
- EEO policy changes need to be posted to the JMC intranet EEO page for improved public awareness.
- Low participation across minority groups in high grade positions and promotions in all job series throughout HQ JMC.
- Senior leadership and Career Program leads should work to develop initiatives to increase the representation of minority group in Logistics and Engineering positions through mentorship and career development support programs. This applies to all job series.

## **ELEMENT B – INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION**

### **Strengths:**

- EEO serves as a resource to the leadership by monitoring key workforce activities and providing advice, assistance and guidance in areas of employment.
- JMC EEO programs are organized and structured in accordance with EEOC 29 Code of Federal Regulation 1614.102; Department of Defense Directive 1440.1; EEOC Management Directives 715 and 110, and Army Regulations 690-600 and 690-12.
- EEO Officials serve on the JMC Commander’s special staff as principal advisors on all matters pertaining to EEO program operation and management.
- JMC EEO provides oversight and assures program implementation at reporting installations with EEO offices.
- The HQ EEO Office has sufficient monetary resources to accomplish the EEO Mission.
- HQ JMC added a new EEO specialist effective Sep 2008.

## **ELEMENT C – ENSURING MANAGEMENT AND PROGRAM ACCOUNTABILITY**

### **Strengths:**

- The overall HQ JMC, HQ AMC and Army culture is solidly based on accountability.

### **Deficiencies:**

- HQ JMC EEO and CPAC officials need to establish time-tables to review the impact of NSPS on merit promotion program policies and procedures. Additionally, they need to review employee recognition and awards programs and procedures.
- Reviews of accommodation requests are being accomplished but lack standard procedures and established timeframes. This should be corrected with the development and implementation of installation SOPs on Reasonable Accommodations.

## **ELEMENT D – PROACTIVE PREVENTION**

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### **Strengths:**

- The HQ JMC culture is based on a top-down commitment to maintain a work free from discrimination in management policies, practices and procedures. Policy letters, complaint procedures and reasonable accommodation procedures are posted on official bulletin boards and web sites and distributed to employees via electronic media. The JMC workforce is regularly provided information regarding changes to laws, mandates, policies, regulations, and training materials, to ensure workforce awareness.
- Managers and supervisors at all levels are held accountable for promoting EEO by ensuring that all employees attend training, are provided developmental opportunities, receive awards and are afforded the opportunity to openly compete for competitive promotions.

### **Deficiencies:**

- JMC EEO officials have not previously engaged management officials in efforts to identify barriers that may impede Equal Employment Opportunities. This should be rectified this year due to the requirement to brief senior leaders on MD 715.

## **ELEMENT E – EFFICIENCY**

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### **Strengths:**

- An agency complaints tracking system (iComplaints) is in place and utilized in a timely and efficient manner by reporting JMC EEO offices.
- HQ JMC EEO plans to conduct a regular schedule of program evaluation/staff assistance visits to review JMC EEO operations for overall compliance and efficacy. These visits provide an opportunity for periodic examinations of program operations as well as an opportunity to review the quality of services provided to customers.

### **Deficiencies:**

- Only 60% of HQ JMC pre-complaints were processed by the servicing EEO office in accordance with the required time-frames.
- Two EEO complaints were elevated to the HQ JMC EEO office for processing during FY 08. Only 1 of these complaints (50%) was accepted/dismissed and an

IRD investigation requested timely. The processing time of the untimely complaint was impeded by the time it took the legal community to make a determination on who would be assigned as the agency representative for this complaint.

- ADR was not utilized at the pre-complaint stage of the complaint process.

## **ELEMENT F – RESPONSIVENESS AND LEGAL COMPLIANCE**

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### **Strengths:**

- The JMC EEO Program is in overall compliance with the EEO laws and EEOC, AMC, JMC regulations, policy guidance, and other written instructions.

### **Deficiencies:**

- No deficiencies noted

## **ANALYSIS OF THE HQ, Joint Munitions Command (HQ, JMC) FY 08 462 REPORT**

**(Annual Report of JMC's Complaint Processing Activity to the US Equal Employment Opportunity (EEOC))**

### **HQ JMC Complaints Processed during FY 08:**

<b>FY 2008 HQ JMC Complaints</b>
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 HQ JMC ANNUAL EEO PROGRAM STATUS REPORT

<b>Processing Installation</b>		<b># of Pre-Complaints</b>	<b># of Formal Complaints</b>
HQ JMC (Processed by Rock Island Arsenal)		5	1

**Complaints:** HQ, JMC complaints are processed by the Rock Island Arsenal Garrison’s EEO Office.

Pre-Complaints: In FY 08, there were a total of 5 pre-complaints filed against HQ, Joint Munitions Command. All of the pre-complaints were processed using traditional counseling. Of these complaints, 3 (60%) were processed within the regulatory timelines.

Formal Complaints: In FY 08, there was only 1 formal complaint filed against HQ, JMC. This complaint was dismissed. This complaint was not dismissed in the regulatory guideline of fifteen days, due to the fact that the EEO office had to request clarification of the issues from the complainant.

**Bases and Issues of Complaints:**

The bases of the 5 pre-complaints filed during FY 08 were as follows: Disability (Physical) – 2, Disability (Mental) – 1, Reprisal – 1, National Origin (Hispanic) – 1, Race (Black) – 1, Race (White) - 1, Age – 1, Sex (F) – 1.

Issues given rise to complaints at the HQ, JMC were during FY 08 were – Harassment (non sexual) - 2, Promotion/Non-selection – 1, Appt/Hire – 1, Other -1.

**HQ JMC Complaint Closures:** There were 4 complaints that were closed during FY 08. Included in these 4 complaints were 3 complaints that were filed prior to FY 08. The below table depicts how these complaints were closed:

JMC Complaint Closures in FY 2008					
Settlements (non ADR)	Settlements (ADR)	Withdrawals	Dismissals	Final Army Decision	Final Army Action
3	0	0	1	0	0

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HQ JMC ANNUAL EEO PROGRAM STATUS REPORT

**Monetary and Non-monetary corrective Actions:**

The total cost for settlement agreements with monetary benefits during FY 08 was \$20,647.00. This amount included \$11,897.00 in attorney fees, \$7,500 in compensatory damages, and a lump-sum payment of \$1,250.00.

The following are the non-monetary corrective actions that were given to settle complaints: Restoration of sick leave and annual leave, purging of personnel files of adverse actions, confidentiality, neutral references.

**End of the Year Complaints Status:**

There were no pre-complaints or formal complaints open at the end of FY 08.