

715-01 Part E

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 730 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, BRAC Transition Office, Logistics Modernization Program (LMP), 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. In FY 09, we executed \$5B worth of new ammunition orders. We are responsible for the oversight and serve as the Accountable Property Officer for \$32B worth of munitions and missiles. We manage 16 Government- owned locations to accomplish our mission and partner with over 184 commercial producers to meet our requirements.

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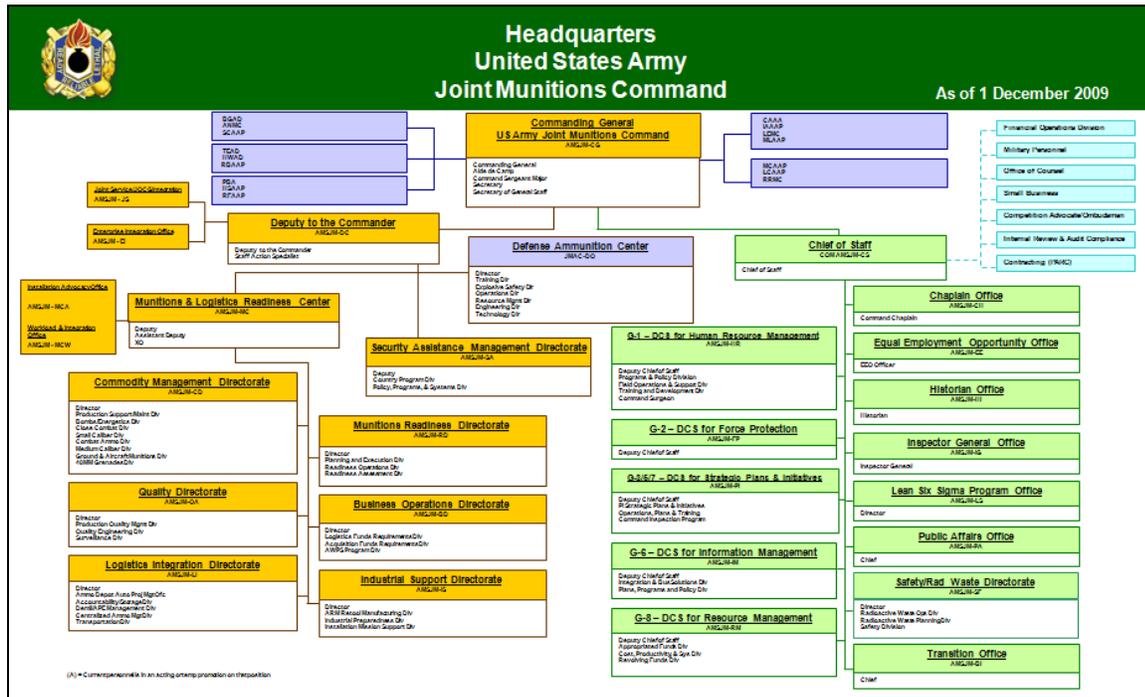


Figure 1

Note: The Defense Ammunition Center's (DAC) demographic population as shown above is not included in this report. DAC reports EEO demographics to McAlester Army Ammunition Plant and is included in JMC's Command 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 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 our primary corrective actions tool. This report has been prepared for inclusion into a consolidated AMC report in response to the annual requirement from the U.S. Equal Employment Opportunity Commission (EEOC).

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The EEO office is comprised of the EEO Officer (YA-0260-03), <Name> and two EEO Specialists (YA-0260-02); <Name>, who serves as the Command Complaints Processing and Training Manager and <Name>, who serves as the Affirmative Employment and the MD 715 Compliance Program Manager. The office is also supported by one student assistant, <Name>, and one Administrative Support Assistant (GS-303-07), <Name>. In addition, JMC appointed a collateral duty Hispanic Employment Program Manager (HEPM) during FY 2009. See Figure 2.

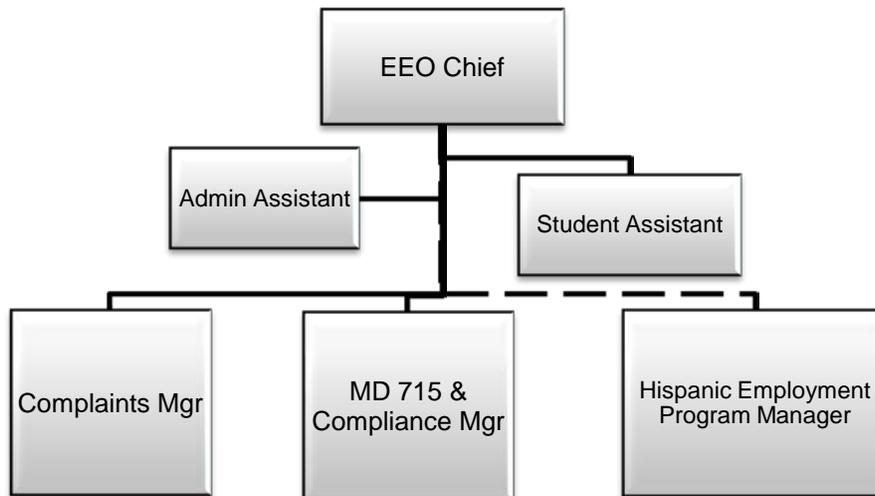


Figure 2

Database Information

Data for this report is derived from the Defense Civilian Personnel Data System (DCPDS), 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 new feature this year is the ability to track applicant pool data by gender and RNO. This will enable the JMC to specifically determine the RNO or gender makeup of the applicant pool for specific positions. The data set is considered 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.

Race, ethnicity, and disability information contained within DCPDS is submitted voluntarily by employees. As a result, the data contained in this report is largely dependent on the employee's willingness to correctly self-identify against a specific category. Regardless, this information is complete enough to analyze and evaluate JMC's efforts towards achieving equal opportunities for all employees throughout JMC.

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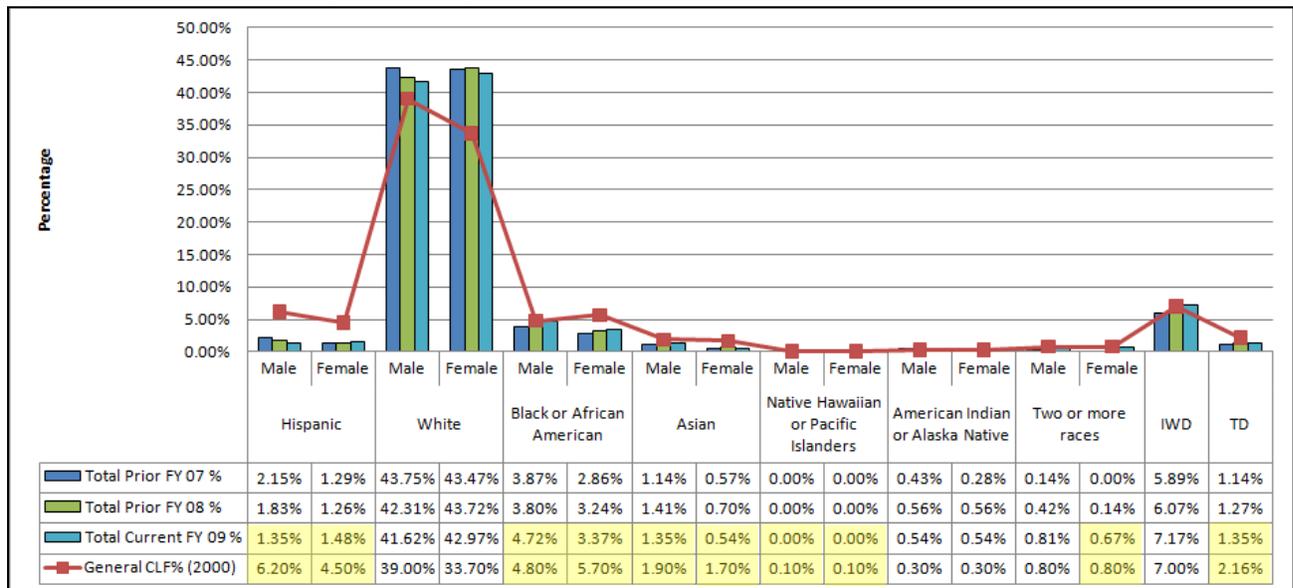
We utilize a Federal Information Processing Standards (FIPS) code of 1960, which represents the Davenport, Moline, Rock Island IL/IA metropolitan statistical area (MSA), because that is the primary recruiting area for the HQ JMC. However, we have determined that the use of the National CLF for Specific occupational series, career program positions and high grade analysis is justified because the relevant applicant pool is Army-wide or national rather than limited to the local MSA.

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:

As of the end of September in Fiscal Year (FY) 2009, the HQ JMC workforce included 740 civilian Appropriated Funds (AF) employees. As a Rough Order of Magnitude (ROM), approximately 64% are assigned to the Munitions and Logistics Readiness Center (MLRC), with the balance split between the G-staff and Special Staff offices.

Figure 3: HQ JMC Demographics against Civilian Labor Force a/o 30 Sep 2009



The JMC civilian AF workforce is a diverse population that is closely divided between genders; with men representing 50.4% of the HQ workforce and women 49.6%. An analysis of available

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workforce data against the National Civilian Labor Force (CLF) indicates underrepresentation of Hispanic men and women and Black women of greater than 2% and underrepresentation of Black men, Asian men and women, Native Hawaiian men and women, women of two or more races of less than 2%.

Overall, the representation of Individuals with Disabilities increased from 6% (43) in FY 08 to 7.17% (53) in FY 09. Those with Targeted Disabilities (TD) increased from 1.27% (9) to 1.35% (10) of the HQ workforce. Ideally, these numbers should increase with each year with a target to reach the MD 715 Federal High for TD of 2.16%. 676 (91%) have no disabilities or chose not to disclose any disability. For populations trends see Figure 3 and table 1.

Population Trend		FY 07	FY 08	FY 09	Delta FY08-09
Total Employees	All	697	709	740	31
	M	359	357	373	16
	F	338	352	367	15
Hispanic	M	15	13	10	-3
	F	9	9	11	2
White	M	305	300	308	8
	F	303	310	318	8
Black or African American	M	27	27	35	8
	F	20	23	25	2
Asian	M	8	10	10	0
	F	4	5	4	-1
Native Hawaiian or Pacific Islanders	M	0	0	0	0
	F	0	0	0	0
American Indian or	M	3	4	4	0

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Alaska Native	F	2	4	4	0
Two or more races	M	1	3	6	3
	F	0	1	5	4
IWD		41	43	53	10
TD		8	9	10	1

Table 1

Workforce Distribution:

The majority of the headquarters workforce is white collar with General Schedule (GS) employees comprising 85% of the workforce. Pay Bands make up the remainder. See figure 4 and table 2 below.

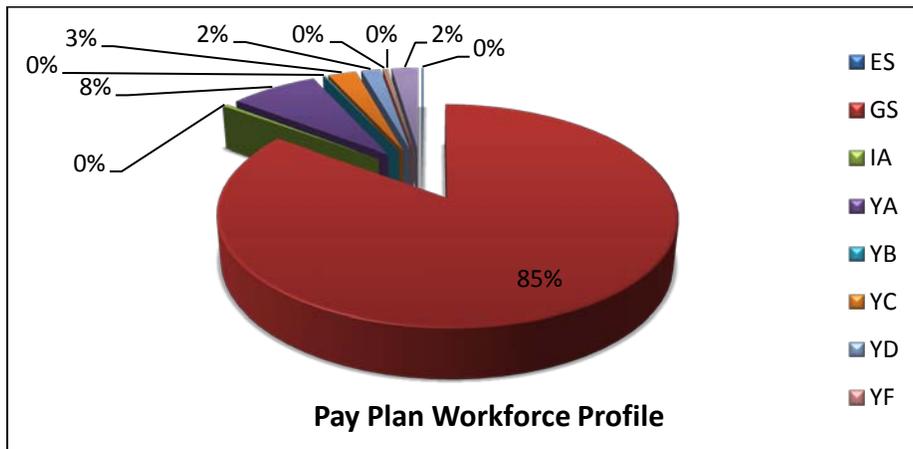


Figure 4

Pay Plan	Population
ES	1
GS	629
IA	3

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YA	56
YB	1
YC	18
YD	12
YF	2
YK	1
YP	17

Table 2

The primary Fed Nine Occupational Category found at the headquarters in Rock Island, Illinois is Official and Managers at 74% (551). The top Job Series are 301-Miscellaneous Administrative and Programs and 346-Logistics Management. General Schedule (GS) 12 and 13 comprise over 70% of the general schedule workforce. See Figure 5. One observation of an analysis from the past three years is that the population of specialized job series such as 2010-Inventory Management Specialist and 1150-Industrial Specialist at the headquarters is decreasing while Generalist Job Series such as 301 and 346 are increasing. This may be due to offering hiring officials more latitude with skills and abilities and broadens the applicant pool for them. We also found that the number of employees in these jobs series is not commensurate to the number of employees registered in respective career program. This can contribute to their ineligibility for central funding and other career development opportunities.

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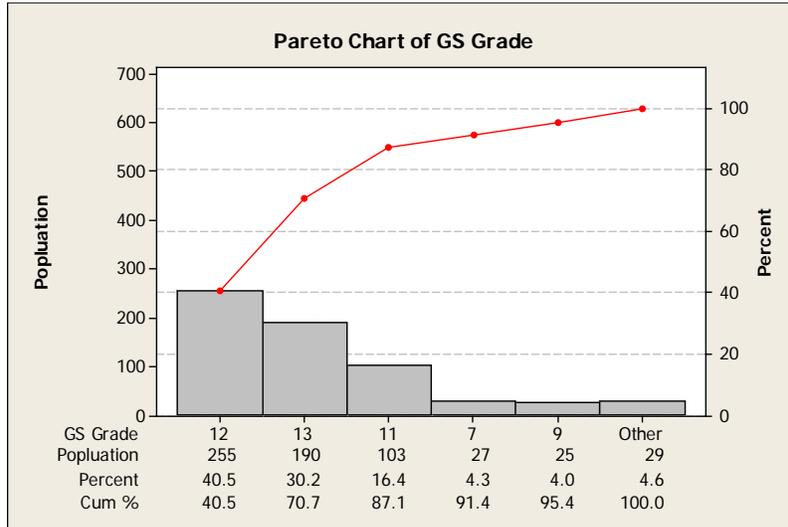


Figure 5

The JMC EEO office calculated the relevant CLF respective to each of the top 10 Job Series at the headquarters. The representational outcome was the same as the comparison to the National CLF. Underrepresentation was present in Hispanic male and females, African American male and females, Asian males and females, Native Hawaiian/Pacific Islanders (NH/PI) men and women, two or more race females and individuals with Targeted Disabilities.

High Grades:

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% (71) of HQ JMC workforce - 68% (48) of these positions are held by men and 32% (23) are held by women. Overall high grades are found to be proportional for RNO groups compared against general population at HQ JMC with the exception of women in high grades in the workforce. Women, overall, represent nearly 50% of the HQ workforce, but only 32% of high grade positions. White women represent 43% 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. Conversely, White men represent 42% of the workforce, yet hold 61% of high grade positions. See figure 6.

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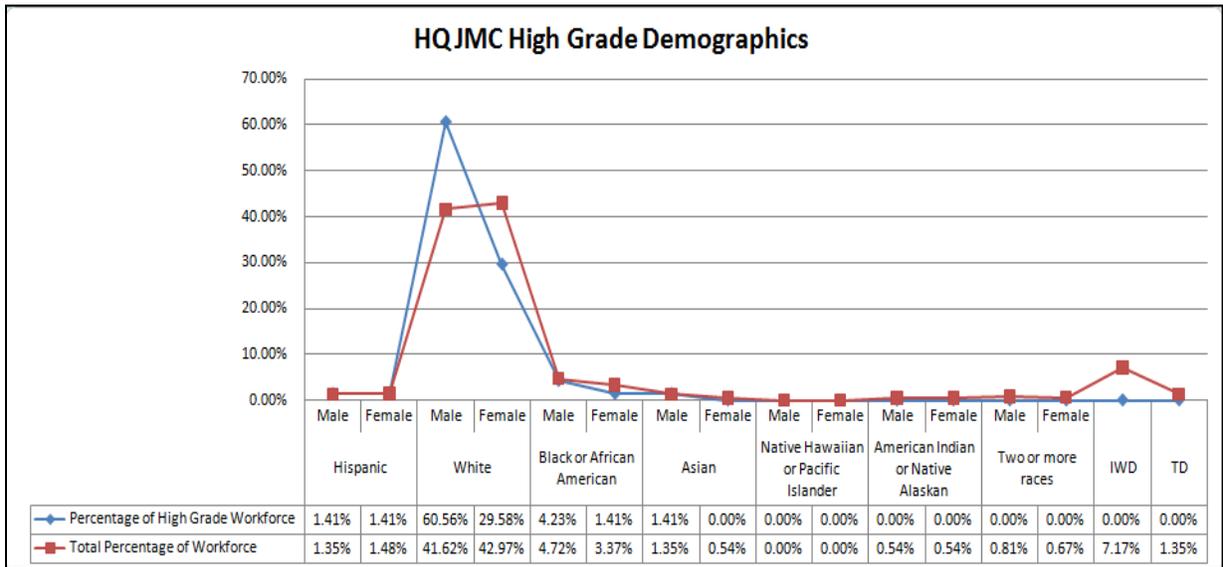


Figure 6

Promotions:

Overall, there were 72 promotions at the Headquarters in FY 09 of all grade levels. Men received 62% (45) and Women received 38% (27) of them. White men received 46% (33) and White women received 31% (22), Blacks received 14% (10), Hispanics 6% (4) and Asians 0. Individuals with Disabilities (IWD) received 8.3% (6) and persons with Targeted Disabilities (TD) received 0.

The EEO office evaluated the number of promotions in proportion to population and found that the percentage of women receiving promotions continues to be less than anticipated. White women and Black women, Asian men and women, and Native American men all received promotions at a rate slightly less than anticipated when considering their individual workforce representation. Individuals with Targeted Disabilities received none. See Figure 7 and Table 3.

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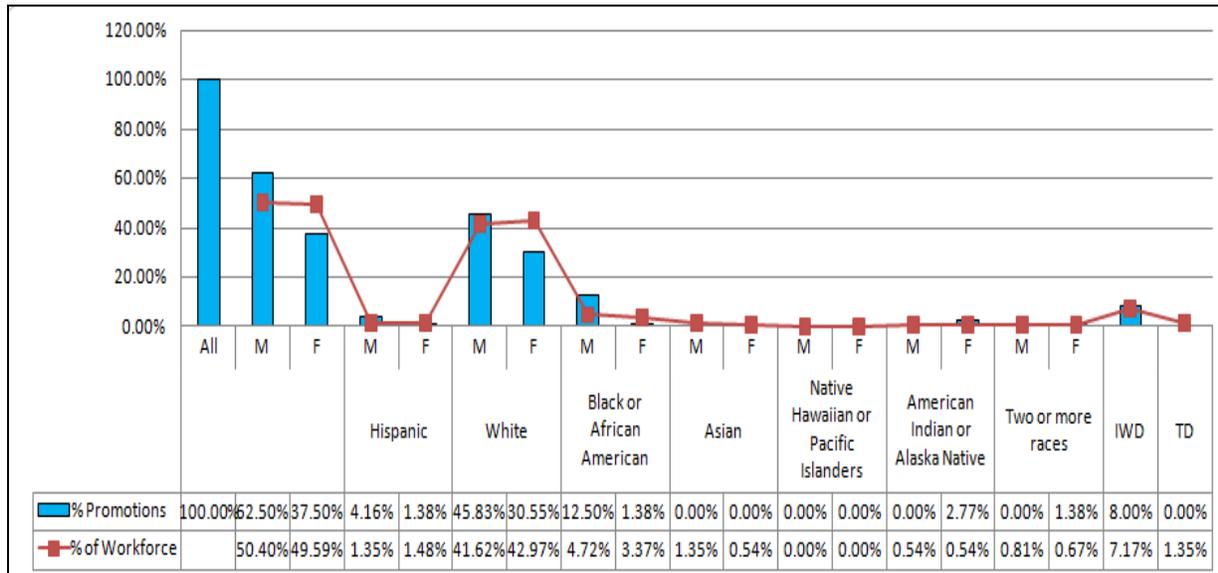


Figure 7: Promotions across RNO and Disabilities

		Number Promoted Within 12 Months	Percentage of Promotions	Total Percentage of Workforce	General CLF% (2000)
	All	72	100.00%		
	Male	45	62.50%	50.40%	52.20%
	Female	27	37.50%	49.59%	47.80%
Hispanic	Male	3	4.16%	1.35%	2.80%
	Female	1	1.38%	1.48%	2.00%
White	Male	33	45.83%	41.62%	46.10%
	Female	22	30.55%	42.97%	42.20%
Black	Male	9	12.50%	4.72%	2.10%
	Female	1	1.38%	3.37%	2.50%

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Asian	Male	0	0.00%	1.35%	0.60%
	Female	0	0.00%	0.54%	0.40%
NH or PI	Male	0	0.00%	0.00%	0.00%
	Female	0	0.00%	0.00%	0.00%
AI or AN	Male	0	0.00%	0.54%	0.10%
	Female	2	2.77%	0.54%	0.10%
Two or more races	Male	0	0.00%	0.81%	0.60%
	Female	1	1.38%	0.67%	0.30%
IWD		6	8.00%	7.17%	
TD		0	0.00%	1.35%	

Table 3

Annual Performance Awards:

For purposes of this analysis, we reviewed the distribution of GS Performance Awards, NSPS Performance Bonus, and Quality Step Increases (QSI) which represent over 70% of awards for FY09. Based on data extracted from the BOAXI database 30 Sep 09, they were distributed as follows. Overall 519 of the aforementioned performance awards were distributed as follows: 56% (291) of men received awards while 44% (228) of women received an award. With respect to RNO groups, 1.54% (8) went to Hispanic men, 1% (5) went to Hispanic women, 5% (24) were received by Black men, and 3% (14) were received by black women. 39% (202) went to white females, and 47% (242) went to White men. Comparing the percentage of persons receiving performance awards to the percentage of workforce by RNO and Disabilities, overall, women came up short. Women represent 50% of HQ JMC population, yet only 44% of the annual awards went to women. The number of performance awards for White, Black, Asian and Native American women performance awards were below their population where men were at or above their population. Individuals with Disabilities and Targeted Disabilities performance awards were also slightly below their population.

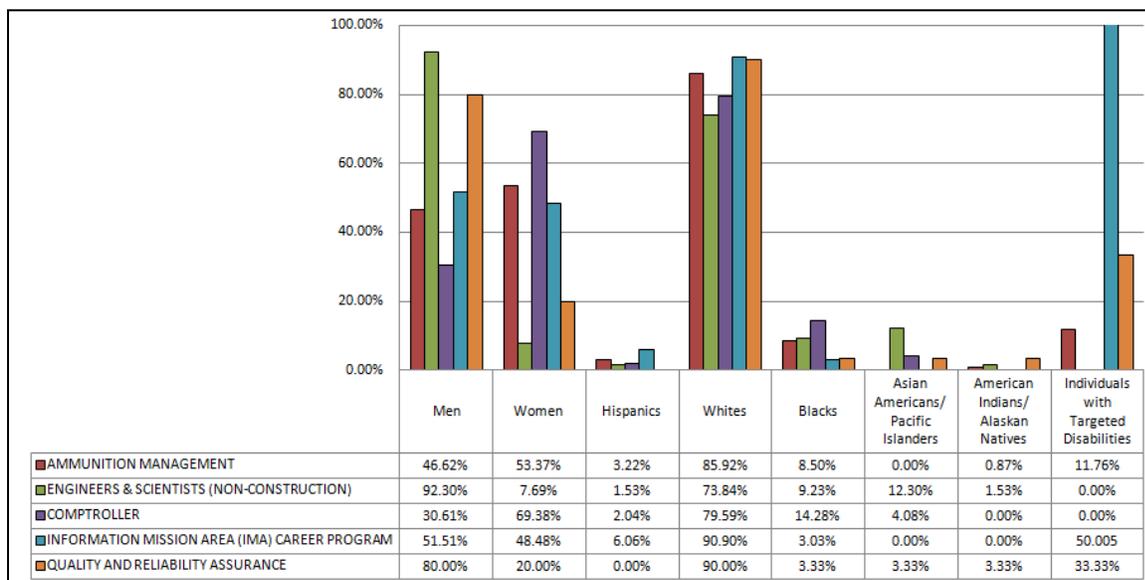
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Top Series/Career Programs: Skills Assessment by RNO and Disability

As indicated in Figure 8 below, of the five top career programs at the headquarters, Hispanic, Black, Asian and American Indian representation is low when compared to Whites. Career progression is a general characteristic within any given career program. When minority representation is low within career programs, there is less chance for upward mobility. In FY10, the JMC EEO along with Human Resources will explore this in greater detail and set countermeasures in place for future improvements to minority representation within career programs.

Figure 8: Top Five Career Programs at HQ JMC



Veterans/Individuals with Disabilities:

The HQ JMC workforce is comprised of 18.40% (136) Veterans, with 6.6% (49) disabled veterans. Individuals with Disabilities (IWD) have increased to 7.17% (53) from 6.07% (43) in FY 08. Persons with Targeted Disability (TD) also increased to 1.35% (10) from 1.27% (9) from FY 08. One contributor to the increase in IWD could potentially be due to the command emphasis of review and updates of personal information found via web-based “My Biz”. Due to this increase, JMC has reached the unofficial 7% Individuals with Disabilities (IWD) goal. However, Individuals with Targeted Disabilities (TD) remain below the 2% Federal goal, at 1.35% of the overall HQ JMC workforce. Although the Workforce Recruitment Program (WRP) is alive and active at the headquarters, we still have much to accomplish in the permanent employment of individuals with severe disabilities across the command. See Figure 9

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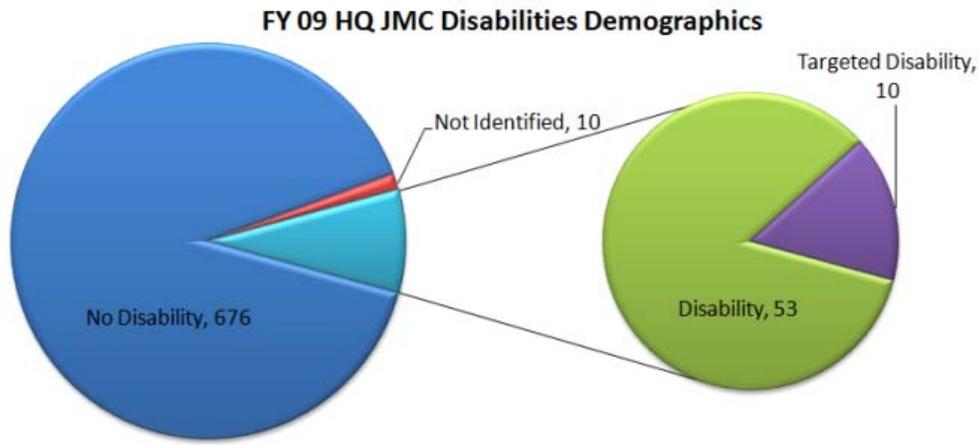


Figure 9

Applicant Pool:

Applicant Flow analysis for FY 09 is a first for HQ JMC. As directed and instructed by higher headquarters, the number of applicants per “group” should be commensurate with the Civilian Labor Force pool. Analysis by occupation indicates whether certain skills by RNO and Disability are available locally and if they are, why are they absent within our organization? It also identifies the number and percentage of persons who apply, who are referred and those selected by RNO and Disability. One caveat to the below analyses is that a margin of error may exist with the data until such time that each individual applicant properly self identified their RNO and disability status.

The intention of the below information is to demonstrate two things for us; 1) the demographics of individuals applying for jobs and 2) the rate from which JMC is selecting persons within respective RNO and disability groups.

Expected to Apply by RNO and Disability:

As identified in table 4 below, ideally, the percentage of total applicants from each of the represented groups should approximate the percentage applying for jobs in the HQ JMC. Using the National CLF as a frame of reference multiplied by total applicants, a slight under representation exists in applicants for the following groups: Hispanic and White males and individuals with Targeted Disability (TD).

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	*Applied	Referred	Selected	National CLF 2000	Relevant CLF
All	100.00%	100.00%	100.00%	100.00%	100.00%
ALL Male	47.68%	51.83%	47.22%	52.20%	54.52%
All Female	52.31%	48.16%	52.77%	47.80%	45.48%
Hispanic Male	2.54%	3.55%	2.77%	2.80%	4.04%
Hispanic Female	2.98%	3.77%	2.77%	2.00%	3.62%
White Male	34.93%	34.80%	41.66%	46.10%	40.87%
White Female	42.37%	36.63%	47.22%	42.20%	33.04%
Black Male	5.33%	9.37%	2.77%	2.10%	4.97%
Black Female	3.24%	4.09%	0.00%	2.50%	5.77%
Asian Male	0.97%	1.50%	0.00%	0.60%	3.36%
Asian Female	0.51%	0.43%	0.00%	0.40%	1.97%
NH/PI Male	0.09%	0.43%	0.00%	0.00%	0.80%
NH/PI Female	0.01%	0.00%	0.00%	0.00%	0.10%
AI/NA Male	0.35%	0.53%	0.00%	0.10%	0.23%
AI/NA Female	0.10%	0.43%	2.77%	0.10%	0.27%
2 or more Male	3.44%	1.61%	0.00%	0.60%	Not avail
2 or more Female	3.07%	2.80%	0.00%	0.30%	Not avail
IWD	8.06%	8.44%	2.77%	Not avail	Not avail
TD	1.14%	0.97%	0.00%	Not avail	Not avail

Table 4: Yellow highlights represent shortfall by Nat'l CLF, green highlights represent shortfalls by Relevant CLF. *Source: Resumix

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As a secondary indicator, JMC EEO office compared applicant flow data based upon the Standard Occupation Classification (SOC) code unique to the majority of functions performed here at the Headquarters to compute a relevant CLF. The source for this information was the Census 2000 EEO File Crosswalk from Census Codes and 2000 SOC Codes to the State and Local Job Categories. The outcome was somewhat different. While Hispanic and White males applicants were lower than expected compared to the National CLF; Hispanic men and women, Black women, Asian men and women and American Indian or Alaskan Native females applicants were underrepresented when compared to the relevant CLF. This indicates that the current applicant pool falls short for Hispanic males when compared to the National CLF. Moreover, this shortfall becomes worse with respect to other minority group persons applying for specific Logistics, Budget Analyst, Computer Sciences, Quality Assurance, Information Management and Engineer types of jobs at the headquarters.

It is important to note that according to DCPDS dates Aug 09, a main driver of this applicant flow analysis is Job Series 301 – Misc. Admin. & Programs that translates to a general “Other Business Operations Specialists (073)” code and carries a weight of 40%. In recent years, HQ JMC has announced many jobs under multiple job series. Although it permits hiring officials to broaden the qualified applicant pool, the downside is that this increases the “general” job series (301)/functions and dilutes the specialist job series/functions such as a Engineer 801, Transportation Specialist 2130 or Inventory Manager 2010 which are required to conduct our HQ mission.

Minority College Relations Program (MCRP):

During FY 2009, JMC/ASC partnered with Vista Corporation, a firm that specializes in assisting recruitment through Minority Serving Institutions. The Minority College Relations Program (MCRP) retained recognition as a valued means of obtaining well qualified college students. The JMC MCR team was successful in obtaining eighteen students in the spring/summer session and an additional sixteen students in the summer session. Our student program resulted in the permanent hire of one minority group graduate from the MCRP program in spring of 09. The JMC plans to continue participating in the MCRP program in FY10. We are also building relationships with National Association for Equal Opportunity (NAFEO) as an additional means to reach minority students.

Some of the MCRP college participants are: University of Texas, at El Paso, New Mexico State University, Tennessee State University, North Carolina A&T State University, Florida International, Mississippi Valley, Southwestern Indian Polytechnic Institute and Alcorn State University. This program targets outreach to institutions of higher education with significant 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.

Workforce Recruitment Program (WRP):

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During FY 09, HQ JMC participated in the WRP program by obtaining four students during the summer 2009. One graduated student joined our staff in the fall of 2009. The HQ JMC plans to build relationships with local colleges and universities, Iowa and Illinois vocational rehabilitation centers, veteran recruitments services and Community Based Warrior Transition Unit (CBWTU) to offer on-the-job training for potential placement of individuals with severe disabilities in FY10. We will continue to stress the importance of this program to the JMC installations and encourage them to strengthen relationships with similar partners.

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. Although in FY 09 HQ JMC EEO office developed and executed a detailed structure suitable to balance and diversify our workforce, early indications are that in FY10, budget constraints and competing BRAC priority placement programs may hamper progress in this area. Some challenges are:

- 1) Keep momentum built in FY 09 – additional time and resources are required to maintain records management, data systems, documentation, and communication with HQ staff and the installation EEO staff.
- 2) Access to data that ensures quantifiable analyses which will reduce agency risk and liability. Necessary data includes: recruitment and retention; RNO and Disability 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 Targeted Disabilities.
- 4) Career development across RNOs. Promotion rates of women overall and Asian men and women and American Indian men appear low comparatively across HQ. The Journey to Leadership (JTL) program is one avenue for career development. Only one HQ JMC person participated in FY09.

In FY 09, HQ JMC reported only 10 persons (1.35%) persons with Targeted Disabilities. As a headquarters, the majority of our positions are administrative in nature making functional areas well suited for employing persons with disabilities. HQ JMC is making every effort towards increasing representation of individuals with disabilities. More 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), and local Vocational Rehabilitation program.

In summary, we note that Hispanic men and women and Black women at levels such as promotions, awards, high grade, applicant pool are underrepresented against peer groups and National CLF. Asian men and women, Black men and American Indian/Native Alaskan are

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marginally below the National CLF. This trend is consistent throughout major occupational categories and generally across all grade levels, but even more apparent 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 HQ JMC culture, are embraced by HQ JMC leadership, communicated from the top down and embraced at all levels.
- All HQ JMC supervisor and managers were briefed on their Race, National Origin and Disabilities demographics per office. Also, on succession plans per office, various different recruitment sources and strategies and the importance of diversity and equality in the workplace. Scorecards of progress are reported biannually to Directors and overview status to senior leaders.
- DA Reasonable Accommodation SOP in place at the HQ.
- HQ JMC developed an EEO website for improved information sharing throughout JMC.

Deficiencies:

- DA Reasonable Accommodation Procedures still need to be clearly communicated throughout HQ JMC.
- HQ JMC will work closer with USAG-RI to ensure new supervisor and new employees receive EEO policy letters signed by our JMC commander. This should be captured as a quality indicator in our feedback evaluation form.
- 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 groups which includes, but is not limited to, Logistics, Information Management, Budget Analyst and Engineering Positions through mentorship, Journey to Leadership and Individual Education Plans (IDP).

ELEMENT B – INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION

Strengths:

- HQ EEO is recognized in the JMC Strategic Plan with lagging and leading performance metrics to improve HQ JMC demographics within the Human Capital objective.

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- HQ EEO serves as a resource to the leadership by monitoring key workforce activities and providing advice, assistance and guidance in areas of employment.
- HQ 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.
- HQ EEO Officials serve on the JMC Commander's special staff as principal advisors on all matters pertaining to EEO program operation and management.
- The HQ EEO Office has sufficient monetary resources to accomplish the EEO Mission.
- Placement of a HQ JMC Hispanic Employment Program Manager (HEPM) as collateral duty.

Deficiencies:

- Most, but not all HQ JMC hiring officials participate in discussions/decisions on installation recruitment strategies, vacancy projections, succession planning, and selections for training and other career development opportunities, or overall strategic planning initiatives across the command. We will emphasize this requirement during training and provide reoccurring EEO Scorecard reports to ensure Directorates and hiring officials are all engaged in MD 715 initiatives.

ELEMENT C – ENSURING MANAGEMENT AND PROGRAM ACCOUNTABILITY

Strengths:

- The overall JMC, HQ AMC and Army culture is solidly based on accountability.
- HQ JMC EEO Office provides regular EEO briefings and/or informational updates at staff levels, Directors and other key officials.

Deficiencies:

- HQ JMC EEO needs to review merit promotion program policies and procedures, employee recognition, and awards programs/procedures.

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- Although HQ JMC has established performance metrics on the Compliance side of the program, they still need to build and document the Complaints side of the program.
- Workforce Recruitment Programs Reasonable Accommodation requests are documented with tracking systems in place. This needs to be rolled out to all hiring officials at the HQ.
- Review of accommodation requests are being accomplished but lack standard operating procedures and established timeframes. This should be corrected with the written procedure, training and improved communication throughout the HQ.

ELEMENT D – PROACTIVE PREVENTION

Strengths:

- The HQ JMC culture is based on a top-down commitment to maintain a workplace 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.

ELEMENT E – EFFICIENCY

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.
- HQ JMC has established tracking system of recruitment and selection Request for Personnel Action (RPA) through the R2B process.

Deficiencies:

- ADR underutilized in pre-complaint stage.

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- Recruitment/Referral Actions –Inconsistencies exist across HQ JMC on access to recruitment actions that permit data analyses of employment trends by race, national origin, gender and disability.

ELEMENT F – RESPONSIVENESS AND LEGAL COMPLIANCE

Strengths:

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

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ANALYSIS OF THE HQ, Joint Munitions Command (HQ, JMC) FY 09 462 REPORT

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

HQ JMC Complaints Processed during FY 09:

FY 2008 HQ JMC Complaints			
<i>Processing Office</i>		<i># of Pre-Complaints</i>	<i># of Formal Complaints</i>
Rock Island Arsenal Garrison (HQ JMC complaints)		2	0
HQ JMC		2	2
402 nd Army Field Support Brigade (Iraq)		1	1

Complaints: HQ, JMC complaints are processed by the Rock Island Garrison's EEO Office. This year there was also a complaint filed that alleged the complainant was discriminated against by a JMC employee deployed to Balad, Iraq. Due to extensive delays in processing the pre-complaint, both parties were back in CONUS when the formal complaint was finally filed. HQ JMC assumed processing the formal complaint since all the parties were back in CONUS.

Two pre-complaints filed by employees at subordinate organizations were counseled by the HQ EEO office. Since we were unable to resolve either complaint, both complaints became formal complaints. Both complaints then had to be elevated to AMC for processing due to a conflict of interest on the part of this office.

Pre-Complaints: In FY 09, a total of 5 pre-complaints were filed against HQ, Joint Munitions Command, the same number as FY 08. All five pre-complaints were processed using traditional counseling (by the RIA Garrison EEO Office). Three of the five were processed within the

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regulatory time frames. One pre-complaint was awaiting a determination on whether or not to pursue a formal complaint at the end of FY 09.

Formal Complaints: In FY 09, 3 formal complaints were filed against HQ, JMC; 2 more than the previous year. Two of the 3 HQ complaints were elevated to AMC for the formal processing due to conflict of interest.

Bases and Issues of Complaints:

Bases of HQ JMC's pre-complaints filed during FY 09:

<i>FY 09 Bases Filed</i>	<i>Total Complainants Filing</i>	<i>FY 08 Bases Filed</i>	<i>Total Complainants Filing</i>
<i>Disability (Physical)</i>	<i>3</i>	<i>Disability (Physical)</i>	<i>2</i>
<i>Reprisal</i>	<i>2</i>	<i>Reprisal</i>	<i>1</i>
<i>Disability (Mental)</i>	<i>1</i>	<i>Disability (Mental)</i>	<i>1</i>
<i>Age</i>	<i>1</i>	<i>Age</i>	<i>1</i>
<i>Sex (F)</i>	<i>1</i>	<i>Sex (F)</i>	<i>1</i>
<i>Race (Black)</i>	<i>0</i>	<i>Race (Black)</i>	<i>1</i>
<i>Race (White)</i>	<i>0</i>	<i>Race (White)</i>	<i>1</i>
<i>National Origin (Hispanic)</i>	<i>0</i>	<i>National Origin (Hispanic)</i>	<i>1</i>

Issues of HQ JMC's pre-complaints filed during FY 09:

<i>FY 09 Issues Filed</i>	<i>Total Complainants Filing</i>	<i>FY 08 Issues Filed</i>	<i>Total Complainants Filing</i>

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<i>Harassment (non sexual)</i>	<i>2</i>	<i>Harassment (non sexual)</i>	<i>2</i>
<i>Reassignment</i>	<i>1</i>	<i>Reassignment</i>	<i>0</i>
<i>Reasonable Accommodation</i>	<i>1</i>	<i>Reasonable Accommodation</i>	<i>0</i>
<i>Promotion (Non selection)</i>	<i>1</i>	<i>Promotion (non selection)</i>	<i>1</i>
<i>Evaluation (NSPS)</i>	<i>1</i>	<i>Evaluation (NSPS)</i>	<i>0</i>
<i>Equal Pay</i>	<i>1</i>	<i>Equal Pay</i>	<i>0</i>
<i>Termination (Constructive Discharge)</i>	<i>1</i>	<i>Termination (Constructive Discharge)</i>	<i>0</i>
<i>Appt/Hire</i>	<i>0</i>	<i>Appt/Hire</i>	<i>1</i>
<i>Other</i>	<i>0</i>	<i>Other</i>	<i>1</i>

HQ JMC Complaint Closures: One (1) formal complaint was closed during FY 09. This complaint was closed by a Final Army Decision (FAD).

There were no corrective actions with monetary benefits or non monetary benefits during FY 09.

End of the Year Complaints Status:

One pre-complaint was filed at the end of FY 09. Additionally one pre-complaint was awaiting a determination from the aggrieved on whether to pursue filing a formal complaint.

Two formal complaints were accepted at the end of FY 09. Both were awaiting an IRD investigation.