

## 715-01 Part E

### EXECUTIVE SUMMARY

#### **Mission and Functions**

##### **Description:**

The Joint Munitions Command (JMC) is headquartered on the US Army Rock Island Arsenal, Rock Island, Illinois. Arsenal Island is nearly one mile wide and three miles long and covers 946.3 acres. Arsenal Island is bordered by Davenport and Bettendorf, IA across the 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 support more than 6000 jobs, making it the second largest employer in the Quad Cities area.

The JMC is responsible for munitions production (ammunition plants) and storage (depots) facilities in 15 states. To accomplish this mission the JMC employs over 6300 civilians and 7400 contractor personnel. JMC provides bombs and bullets to America's fighting forces -- all services, all types of conventional ammo from 500-pound bombs to rifle rounds. JMC manages plants that produce more than 1.6 billion rounds of ammunition annually and the depots that store the nation's ammunition for training and combat. JMC is responsible for the management and accountability of \$26 billion of conventional munitions throughout 5 Government-Owned and Operated (GOGO) facilities, 3 Munitions Centers (MC) and 11 Government-Owned, Contractor-Operated (GOCO) plants nation-wide. (Figure 1)

#### **JMC LOCATIONS**

JMC operates a nationwide network of installations and facilities where conventional ammunition is produced and stored:

##### **Production and Storage:**

- Crane Army Ammunition Activity, Crane, Indiana
- McAlester Army Ammunition Plant, McAlester, Oklahoma
- Pine Bluff Arsenal, Pine Bluff, Arkansas
- Holston Army Ammunition Plant, Kingsport, Tennessee
- Iowa Army Ammunition Plant, Middletown, Iowa
- Kansas Army Ammunition Plant, Parsons, Kansas

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- Lake City Army Ammunition Plant, Independence, Missouri
- Lone Star Army Ammunition Plant, Texarkana, Texas
- Milan Army Ammunition Plant, Milan, Tennessee
- Mississippi Army Ammunition Plant, Stennis Space Center, Mississippi
- Radford Army Ammunition Plant, Radford, Virginia
- Riverbank Army Ammunition Plant, Riverbank, California
- Scranton Army Ammunition Plant, Scranton, Pennsylvania
- Anniston Munitions Center, Anniston, Alabama
- Blue Grass Army Depot, Richmond, Kentucky
- Hawthorne Army Depot, Hawthorne, Nevada
- Letterkenny Munitions Center, Chambersburg, Pennsylvania
- Red River Munitions Center, Texarkana, Texas
- Tooele Army Depot, Tooele, Utah

***Training and Special Services:***

- Defense Ammunition Center, McAlester, Oklahoma

While all JMC facilities are government-owned, contractors operate the 10 production-only facilities and Hawthorne Army Depot.

***BRAC*** – *The following installations will close by 2009 as part of the 2005 Base Realignment and Closure Commission findings:*

- *Kansas Army Ammunition Plant, Parsons, Kansas*

*The following remaining installations are scheduled to close by 2011 as part of the 2005 Base Realignment and Closure Commission findings:*

- *Lone Star Army Ammunition Plant, Texarkana, Texas*
- *Mississippi Army Ammunition Plant, Stennis Space Center, Mississippi*
- *Riverbank Army Ammunition Plant, Riverbank, California*
- *Red River Munitions Center, Texarkana, Texas*

***Joint Munitions & Lethality Life Cycle Management Command (JM&L LCMC)***

The JM&L LCMC is comprised of the Joint Munitions Command, Program Executive for Ammunition (PEO), and the Armament Research and Development Center (ARDEC).

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Although PEO, ARDEC, and JMC are closely integrated to provide life-cycle ammunition management, PEO and ARDEC EEO demographics are reported through their respective Major Subordinate Command (MSC) and are not contained in this report.

***JM&L Core Competencies:***

- Research, Development, Engineering
- Acquisition / Program Management
- Logistics, Industrial Operations, and Contracting
- SMCA Executor & Field Operating Activity
- Demilitarization and Disposal
- Industrial Base Management & Transformation
- Munitions Readiness Reporting
- Manage World-Wide Assets
- Centralized Ammunition Management
- Integrated Lethality Solutions

***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). Consequently, the JMC Management Directive (MD) 715 Plan and Report reflects the JMC as a whole rather than a distinct headquarters element. 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 Commanders, 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.

The JMC EEO office has a full time staff of 4 at the headquarters in Rock Island, as well as full time installation EEO managers at all but one of our GOGO installations (Crane Army Ammunition Activity (CAAA), located in Crane, IN).

This report is a compilation of current state of the EEO program at the Joint Munitions command and any proposed corrective actions. 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

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inclusion into a consolidated AMC report in response to a request from the Equal Employment Opportunity Commission (EEOC).

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, one Administrative Support Assistant. See Figure 2.

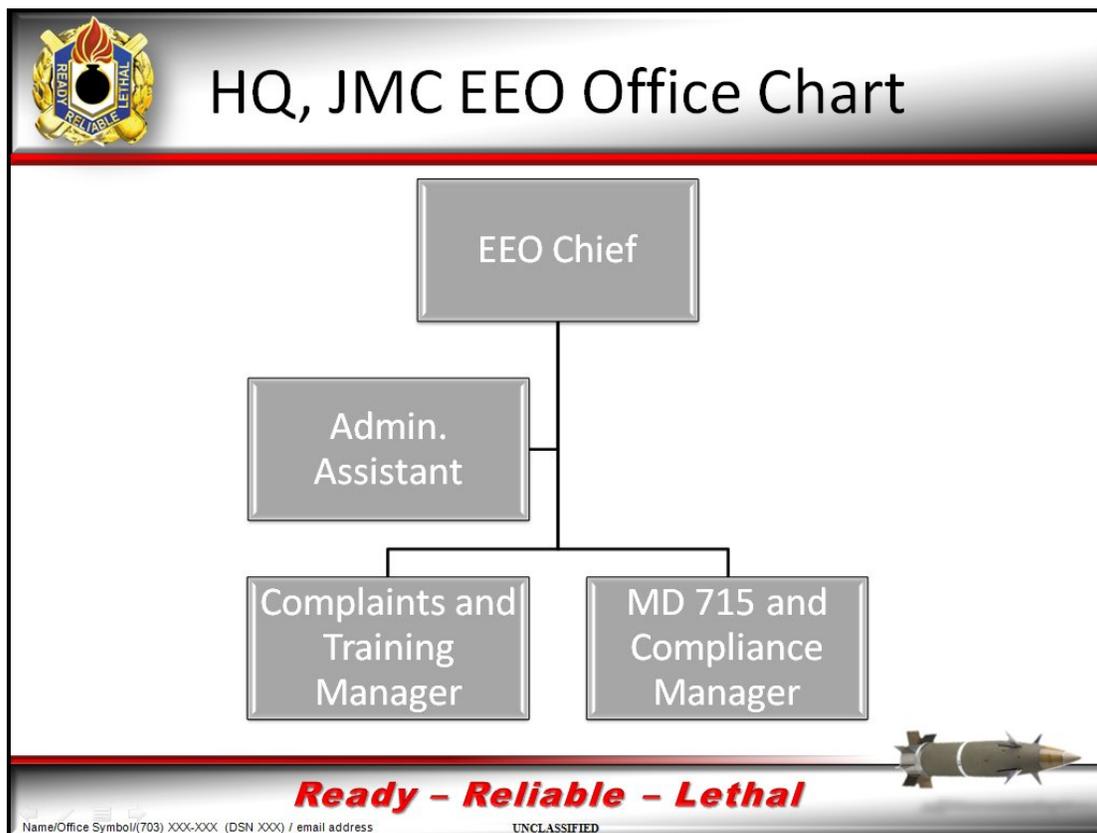


Figure 2

**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,

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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 for our overall workforce (as well as for Special Occupational Codes (SOC), Federal Nine Categories (Fed Nine), and most populous occupational series) is appropriate due to the size, geographic dispersion and diversity of the JMC workforce.

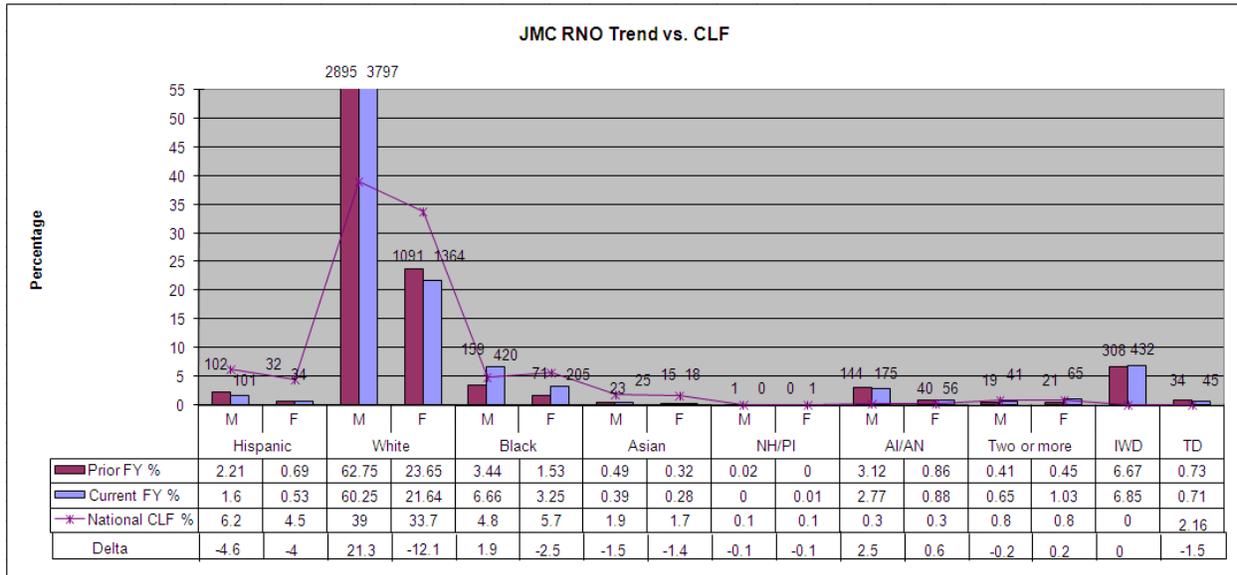
Statistical analyses are conducted to reflect organizational policy on each RNO group and gender group as compared to the Civilian Labor Force (CLF) statistics. These statistics were developed by the U.S. Department of Labor Census Bureau and issued for use to federal agencies by the EEOC. Where analyses 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 JMC WORKFORCE Demographics (a/o 30 Sep 2008)**

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**Figure 3**

As of the end of September in Fiscal Year (FY) 2008, the Command-wide JMC workforce included 6302 civilian employees (AF). Of these, 709 were assigned to the Headquarters in Rock Island, IL and the remainder (5,593) were assigned to subordinate activities in located in Kentucky, Indiana, Utah, Oklahoma, Georgia, Florida, North Carolina, Washington, Texas, New York Colorado, Louisiana, Arkansas and Kansas, Hawaii, Germany, Korea, and Italy.

The JMC civilian appropriated workforce consists of a diverse population that is 72.34% male and 27.65% female. The preponderance of males in the overall workforce is understandable because JMC Wage Grades represent 50% of the workforce, 84% of which are males. Analyses of available workforce data indicate that a majority of Race National Origin (RNO) Groups are substantially below the National CLF with the exception of White and Black men and Native American Men and Women. Overall, the JMC workforce has shortfalls of White Women, Black Women, Hispanic Men & Women and Asian Men & Women when compared to the national CLF as shown in Figure 3 above. The overall gains experienced in Blacks, both men and women, are a direct consequence of the addition of Pine Bluff Arsenal. Due to the remoteness and geographic dispersion of the locations for our production and storage activities, each installation or activity workforce must be evaluated against the most appropriate local CLF terms of availability of minority candidates.

**High Grades:**

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High grade employees are comprised of GS/GM/GG grades 14/15 and the Pay Band Grade 03. During FY 08 the total population of JMC high grades was 129, of which 87 (67%) are white males and 31 (24%) are white females, the balance of 11 (9%) represents the minority group employees. Of note is the fact that overall, minority group employees represent 18% of the overall workforce but only 9% of high grades.

**Veterans/Individuals with Disabilities:**

The JMC workforce is comprised of 37.33% Veterans, with 8.16% (516) disabled veterans. The number and percentage of the workforce who receive veteran's compensation is actually somewhat larger than the number and percentage 6.85% (432) of employees who have self-identified as having a disability. Additionally, 1.15% (73) employees chose not disclose information on a disability.

**Promotions:**

	Hispanic		RACE/ETHNICITY (Non-Hispanic or Latino)											
			White		Black		Asian		NH/PI		AI/AN		Two or More	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Fed9 Description	0.97	0.19	52.73	24.21	8.78	8.2	0.58	0.58	0	0.19	2.73	0	0.39	0.39
Current FY%	1.6	0.53	60.25	21.64	6.66	3.25	0.39	0.28	0	0.01	2.77	0.88	0.65	1.03
Delta	-0.63	-0.34	-7.52	2.57	2.12	4.95	0.19	0.3	0	0.18	-0.04	-0.88	-0.26	-0.64

Figure 4

**Promotions:**

Promotions appear to be consistently distributed among each RNO group as shown in Figure 4 above.

**Cash Awards:**

An analysis of overall cash awards indicated that they appear to be distributed appropriately across each RNO within the JMC. This trend was consistent at the high grades. A total of 129 JMC employees occupy the positions considered to be high graded (i.e., GS/GM/GG 14 & 15 and Y -03 pay band employees), 89 of these received cash awards. Out of the total awards received. 64 (72%) of those awards went to white males, and 18 (20%) went to white females. The balance 7 (8%) went to the balance of minority groups.

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**Current Challenges:**

Presently 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 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. Currently individuals with targeted disabilities represent only 0.71% (45) of the JMC total workforce. This representation is below the Federal High of 2.16%. Federal standard for Individuals with Disabilities (IWD) is 7%.

In FY 08, JMC reported 432 persons (6.85%) with disabilities. JMC will continue to make every effort towards increasing representation of individuals with disabilities by educating hiring officials and taking advantage of the Workforce Recruitment Program (WRP). Further, 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.

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. We believe that part of the problem is in the area of self-identification. 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 general, we note underrepresentation of Black women, Hispanic men and women, Asian men and women, and White women throughout the JMC. This trend is consistent throughout major occupational categories and generally across all grade levels, but even lower representation at higher-grade levels (i.e., 14 and above and/or pay bands 3).

**MODEL PROGRAM SUMMARY**

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

**Strengths:**

- 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 upon Change of Commanders September 2008. They are currently awaiting signature.

**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.

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

**Strengths:**

- EEO is a recognized as an integral part of the JMC Strategic Analysis and Execution (SA&E) Assessment, “Achieve and Sustain a World-Class workforce”.
- 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.

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- The HQ EEO Office has sufficient monetary resources to accomplish the EEO Mission.
- HQ JMC added a new EEO specialist effective Sep 2008.

**Deficiencies:**

- Not all JMC EEO 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. We will emphasize this requirement during training and on-site program evaluation/staff assistance visits.
- Some installations have an insufficient number of personnel (both permanent and collateral duty) to implement a viable EEO program.
- Blue Grass Army Depot has been without an EEO Officer since March 2008.

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

**Strengths:**

- The overall JMC, HQ AMC and Army culture is solidly based on accountability.
- Reporting EEO Offices are providing regular EEO briefings and/or informational updates to all serviced commanders, directors and other key officials.

**Deficiencies:**

- All JMC reporting 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

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development and implementation of installation SOPs on Reasonable Accommodations.

## **ELEMENT D – PROACTIVE PREVENTION**

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### **Strengths:**

- The 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:**

- Some JMC EEO officials have not 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.
- 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

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operations as well as an opportunity to review the quality of services provided to customers.

- Four complaints participated in ADR during the pre-complaint stage in FY 08. Fifteen complaints were offered ADR during the formal stage and twelve accepted (80% ADR acceptance rate). Of the twelve ADR that were accepted and conducted, eight resulted in resolution for a 67% resolution rate. All of the ADR conducted during the formal stage were conducted by IRD mediators.

**Deficiencies:**

- Only 66% of JMC complaints were processed in accordance with the required time-frames. This may indicate a need for additional EEO counselors at the installation level.
- Only 78% of Acceptance/Dismissal letters and 76% of requests for IRD investigators were timely.
- JMC EEO offices do not have access to data collection and analysis systems that permit tracking of:
  - Recruitment efforts to identify potential barriers in accordance with MD 715 standards.
  - Applicant Flow Data - Data collection and analysis systems that allows the ability to identify and evaluate information related to tracking applicant flow data for each selection made by race, national origin, gender and disability.
  - Recruitment/Referral Actions - Consistent access to recruitment actions that permit data analyses of employment trends by race, national origin, gender and disability.

This is a reiteration of a problem identified in Part B. This is being addressed by DOD and HQDA. It is identified because it has an impact on JMC EEO Offices

- Not all reviews for legal sufficiency are handled by a functional unit that is separate and apart from the unit that handles agency representation in EEO complaints. Some reporting installations have only one attorney.

**ELEMENT F – RESPONSIVENESS AND LEGAL COMPLIANCE**

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**Strengths:**

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- 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 Joint Munitions Command (JMC) FY 08 462 REPORT**

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

**Complaints Processed during FY 08 by Installation:**

<b>FY 2008 JMC Complaint</b>			
<b><i>Processing Installation</i></b>		<b><i># of Pre-Complaints</i></b>	<b><i># of Formal Complaints</i></b>
Pine Bluff Arsenal		26	18
Crane		10	7
Tooele		9	2
HQ JMC (Processed by		5	1

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Rock Island Arsenal			
McAlester		4	3
HQ JMC (Elevated)		1	2
Blue Grass		1	0
<b>Total</b>		<b>56</b>	<b>33</b>

**Pre-Complaints:** In FY 08, a total of 56 pre-complaints were filed against Joint Munitions Command (JMC) organizations. This is a significant increase from the FY 07 total of 18 pre-complaints; however, we note that the addition of Pine Bluff Arsenal (PBA) to the JMC accounted for 26 of the additional pre-complaints

With respect to the processing of the 56 pre-complaints, 52 were processed using traditional counseling and 4 were processed through alternative dispute resolution (ADR). Thirty five (35) or 67% of the fifty two (52) complaints that utilized traditional counseling were processed within the regulatory timelines. All four (4) or 100% of pre-complaints utilizing ADR were processed in consonance regulatory timelines.

**Formal Complaints:** In FY 08, 33 formal complaints were filed against JMC activities. This, again, is a significant increase from the FY 07 total of 14 formal complaints. Again, the primary cause of the increase was the eighteen (18) formal complaints filed at Pine Bluff Arsenal.

Of the total 33 formal complaints, 23 were accepted for investigations, eight (8) were dismissed, one (1) was resolved through a Negotiated Settlement Agreement, and one (1) was awaiting a decision on whether to accept/dismiss at end of the fiscal year. Of the 31 formal complaints accepted or dismissed during FY 08, 24 (77%) were accepted/dismissed within regulatory guidelines of fifteen days, this represents an overall improvement of 8% from the 69% timeliness during FY 07.

**Investigations:**

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JMC organizations made twenty (20) requests for investigation. Fifteen (75%) were requested within the regulatory time-frame of fifteen days. This is an improvement of 37% from FY 07. At the end of FY 08, two complaints were awaiting a request for investigation and 1 complaint, accepted for investigation, was resolved by a negotiated settlement agreement prior to the request for an investigation.

Of the twenty FY 08 requests for investigation, five (5) were investigated: Three (3) of the five, 60%, were investigated within the allowable time frames, and 2 (40%) were not. Of the remaining fifteen (15) complaints - five (5) complaints were resolved during IRD mediations (ADR), seven (7) complaints still await investigation, two (2) complaints were resolved (NSA-non ADR) prior to the investigation, and 1 complaint was withdrawn prior to the investigation. Additionally, one complaint that was filed in FY 07 completed investigation in FY 08. This complaint was also processed in a timely manner.

The total cost for IRD investigations in FY 08, whether completed or resolved before investigation, was \$6,500.00. The total FY 08 cost of court reporters was \$5,246.27.

Even though FY 08 showed some improvements in overall complaint processing times, we recognize that complaint processing timeliness issues remain. The HQ JMC EEO office will continue to provide guidance and emphasize timeliness requirements.

**Remands:**

During FY 08, five (5) JMC complaints were remanded back to the agency for additional processing. EEOC Office of Federal Operations (OFO) remanded four complaints originally dismissed by JMC EEO Officers. An EEOC Judge remanded one (1) complaint back to the agency for a Final Army Decision (FAD).

**Alternative Dispute Resolution (ADR):**

Fifteen complainants were offered ADR during the formal stage and twelve accepted. Of the twelve ADRs that were accepted and conducted, eight resulted in resolution. IRD mediators mediated all JMC ADR sessions during FY 08. It appears that ADR is more acceptable to JMC employees at the formal stage of the processing of complaints. The HQ JMC EEO office will address ADR concerns with

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leadership during staff assistance visits. We will also recommend that JMC EEO Officers and EEO servicing offices continue to offer ADR at the pre-complaint stage and conduct ADR training for their workforce.

**Bases and Issues of Complaints:**

The bases of the 56 pre-complaints filed during FY 08 were as follows: Race (Black) – 19 (23%), Sex (Female) – 13 (16%), Disability (Physical) – 12 (15%), Age – 10 (12%), Reprisal – 10 (12%), Disability (Mental) – 5 (6%), National Origin (Hispanic) – 4 (5%), Sex (Male) – 3 (4%), Non-EEO – 3 (4%), Race (White) -1 (1%), Religion – 1 (1%).

Issues given rise to complaints at the JMC were during FY 08 were – Promotion/Non-selection – 24 (35%), Harassment (non-sexual) – 8 (12%), Appt/Hire – 7 (10%), Other – 6 (9%), Termination – 5 (7%), Training – 5 (7%), Assignment of Duties – 3 (4%), Harassment (sexual) – 3 (4%), Suspension – 2 (3%), Awards – 2 (3%), Evaluation – 1 (2%), Term Condition of Employment – 1 (2%), Reassignment – 1 (2%).

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

The total cost for settlements with monetary benefits during the pre-complaint stage was a \$750.00 lump sum payment. Monetary benefits at the formal stage totaled \$72,369.24, which included \$52,268.04 in attorney fees, \$10,650.00 lump sum payments, \$7,500.00 compensatory damages, and \$1,951.20 back-pay payment.

The following are non-monetary corrective actions provided to settle complaints: Restoration of sick leave and annual leave, purging of personnel files, priority consideration, disciplinary action rescinded, promotion, performance awards, time-off award, reassignment, personnel action rescinded, detail, change to lower grade w/ pay retention, face-to-face meeting w/selection official and other corrective actions.

**Formal, Complaints Closed and Remaining:**

During FY 08, JMC organizations processed a total of 49 JMC formal complaints (including 15 that remained opened from FY 07). Of the 49 total complaints, 34 were closed during this FY. The table below depicts how these complaints were closed.

JMC Complaint Closures in FY 2008
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Settlements (non ADR)	Settlements (ADR)	Withdrawals	Dismissals	Final Army Decision	Final Army Action
10	6	5	10	2	1

At the end of the fiscal year, 15 formal complaints remained open at various stages of the complaint process. Six (6) complaints were awaiting investigation/ reports of investigation (ROI), 4 were awaiting EEOC Hearing, 2 awaiting acceptance/dismissal, 2 awaiting request for investigation, and 1 awaiting a Final Army Decision.

**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 JMC MCR team was successful in obtaining one 15 week student and four 10 week students for the summer. The students hired for the summer of FY 08 consisted of a larger proportion of Hispanics than has been in the past. JMC plans to recruit over 25 students in FY09. We are also building relationships with National Association for Equal Opportunity (NAFEO) as an additional means to reach minority students.

Currently MCRP college participates are: University of Texas, at El Paso, New Mexico State University, Tennessee State University 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.