

U.S. Equal Employment Opportunity Commission
**U.S. ARMY JOINT MUNITIONS COMMAND ANNUAL EEO PROGRAM STATUS
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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 6500 civilians and 7160 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 per year, the depots that store the nation's ammunition and the transportation of over 300,000 tons of ammo per year for training and combat. JMC is responsible for the management and accountability of \$32 billion worth of conventional munitions throughout 5 Government-Owned and Operated (GOGO) facilities, 3 Munitions Centers (MC) and 11 Government-Owned, Contractor-Operated (GOCO) plants nationwide, and managed over \$5B worth of new ammunition orders in FY 09. (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
- Lake City Army Ammunition Plant, Independence, Missouri
- Milan Army Ammunition Plant, Milan, Tennessee

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- Radford Army Ammunition Plant, Radford, Virginia
- 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 (will relocate to McAlester AAP Sep 2011)
- Tooele Army Depot, Tooele, Utah

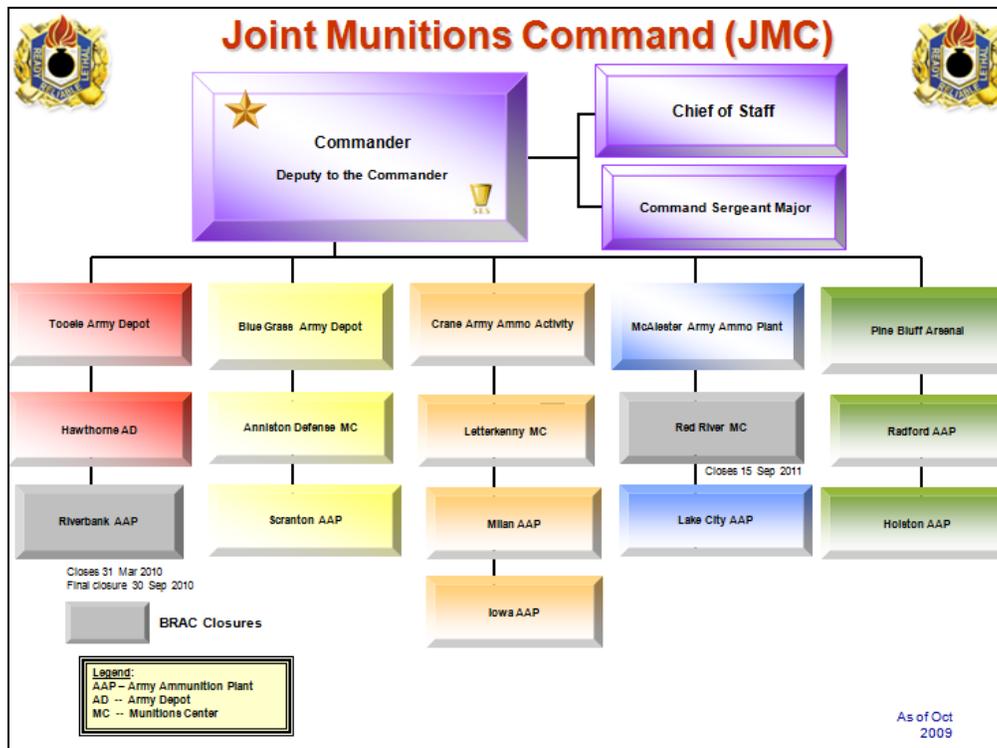


Figure 1

Training and Special Services:

- Defense Ammunition Center, McAlester, Oklahoma

While five JMC facilities and three Munitions Centers are government-owned, contractors operate the 7 production-only facilities and Hawthorne Army Depot.

BRAC – *The following installations were closed as of 30 Sep 2009 as part of the 2005 Base Realignment and Closure Commission findings:*

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- *Mississippi AAP*
- *Lone Star AAP*

The following will close by 2010 as part of the 2005 Base Realignment and Closure Commission findings:

- *Sierra Army Depot*
- *Riverbank AAP*

The following is scheduled to close by 2011 as part of the 2005 Base Realignment and Closure Commission findings:

- *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). 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

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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 and special emphasis programs. Consequently, this JMC Management Directive (MD) 715 Plan and Report reflects the JMC as a whole rather than a distinct headquarters element. JMC's EEO office is responsible for Affirmative Employment program management and reporting. In addition, 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.

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

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). Crane's EEO program is serviced by RIA Army Garrison EEO office and is included in Crane's Intra Service Support Agreement.

The EEO office is comprised of the EEO Officer (YA-0260-03), <Name>, EEO Director and two EEO Specialist (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, 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.

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HQ JMC EEO Support Structure

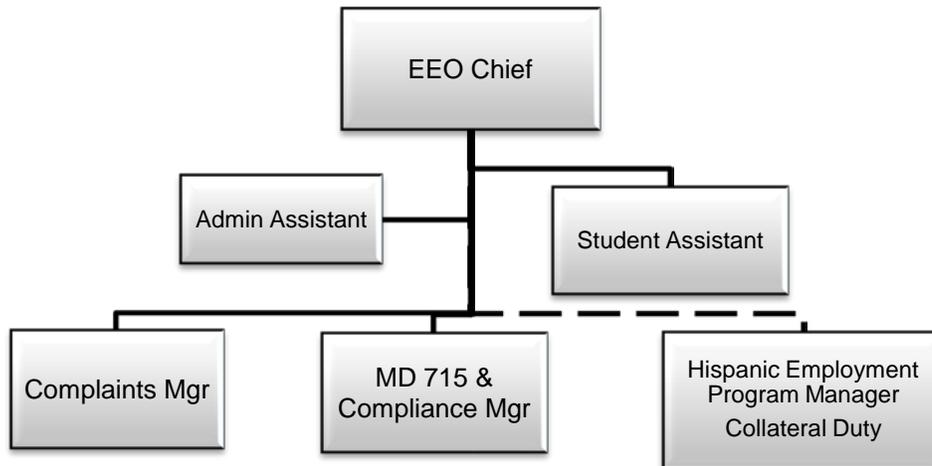


Figure 2

Data base info

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 new feature is Army's ability to track applicant pool data. This will enable the JMC to specifically determine the RNO or gender makeup of applicants for specific positions. In all, 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.

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 under 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.

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

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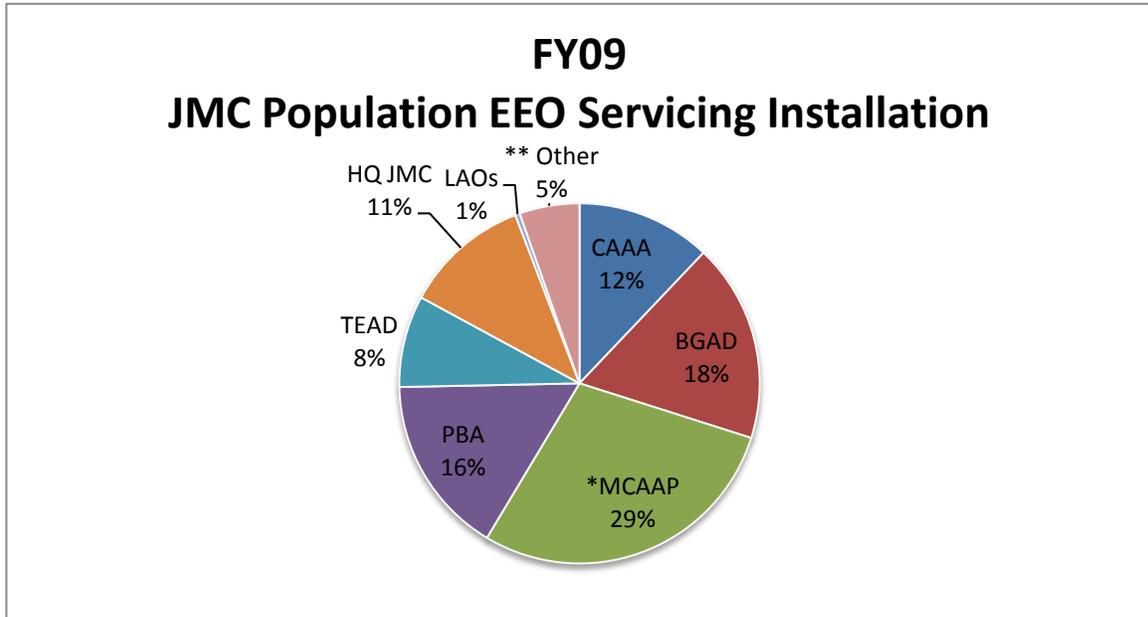
use of the national CLF for our overall workforce (as well as for Special Occupational Codes (SOC), Federal Nine Categories (Fed Nine), and most populous occupational series) is appropriate due to the size, geographic dispersion and diversity of the JMC workforce.

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:

As of the end of September in Fiscal Year (FY) 2009, the Command-wide JMC workforce included 6,716 civilian employees which include 6501 permanent and 54 temporary employees who are compensated by Appropriated Funds (AF) while 161 employees are compensated by Non-Appropriated Funds (NAF). Of these, 740 were assigned to the Headquarters in Rock Island, IL with the remainder of (5,976) assigned to subordinate activities located in Kentucky, Indiana, Utah, Oklahoma, Georgia, Florida, North Carolina, Washington, Texas, New York Colorado, Louisiana, Arkansas, Hawaii, Germany, Korea, and Italy. (Figure 3) As illustrated, McAlester AAP, Crane Army Ammunition Activity, Pine Bluff AD, and Blue Grass AD make up over 70% of JMC workforce. JMC is the premiere logistics arms for the US Army. Central to our mission is hands-on storage, demilitarization, transportation, and manufacturing of ammunition. Therefore, it is of no surprise that over 50% of the work force is employed in blue-collar positions such as Explosive Operators, Motor Vehicle Operators, Material Handling and Fork Lift Operators series in which the majority of employees are men.

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	CAAA	BGAD	*MCAAP	PBA	TEAD	HQ JMC	LAOs	**Other
Total #	792	1168	1880	1054	540	740	27	353
Total %	12%	18%	29%	16%	8%	11%	0%	5%

Note:
 * Includes Defense Ammo Center
 **Other includes Letterkenny Munitions Center, Milan AAP and Camp Stanley

Figure 3

The Civilian Labor Force (CLF) is used to compare JMC overall demographics to the national civilian labor force. Generally, JMCs installations use a local CLF as a comparator as it gives a more realistic snapshot of CLF percentages in their local recruitment area.

The JMC workforce is split into three main categories of pay plans; Wage Grade 49% (3238), General Schedule or equivalent 38% (2467), and Pay Bands of National Security Personnel System (NSPS) 13% (850). The work performed across JMC varies from explosive operator to security guards to engineers to computer programmers. Figure 4

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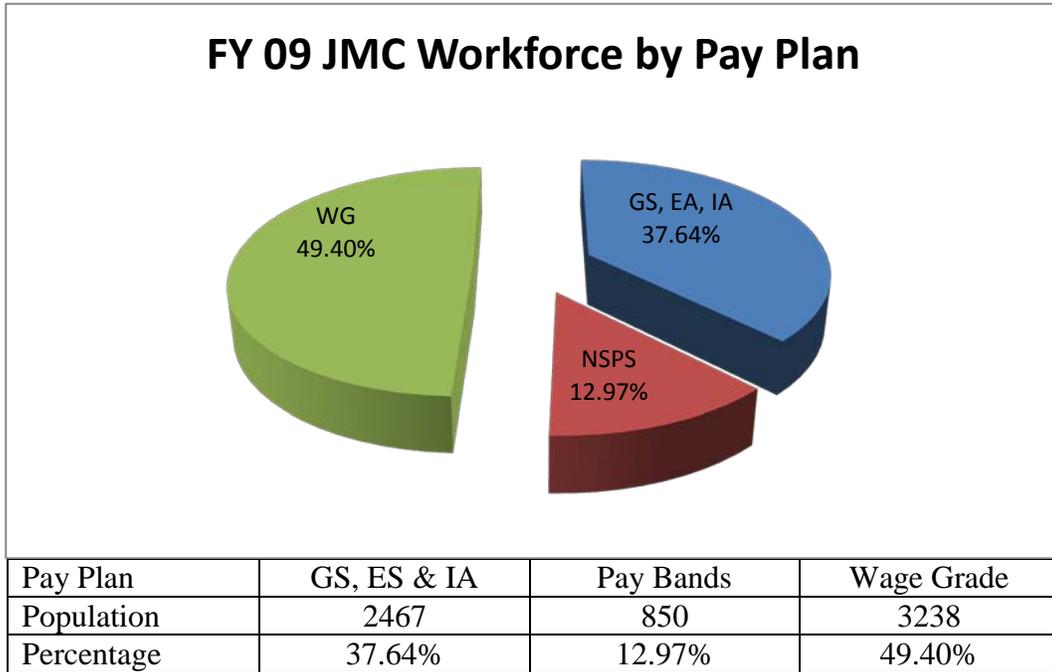


Figure 4

The JMC civilian appropriated workforce consists of a diverse population that is 73.25% men and 26.74% women. The preponderance of men in the overall workforce is understandable because JMC Wage Grades represent 49% of the workforce, 85% of which are men. 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, and women and men with 2 or more races. See table 1 below.

Overall, the JMC workforce has shortfalls of White Women, Black Women, Hispanic Men & Women and Asian Men & Women, Native Hawaiian or Pacific Islander and Individuals with Targeted Disabilities when compared to the national CLF as shown in Figure 5 below. Due to the remoteness and geographic dispersion of the locations for our production and storage mission, each installation will analyze and evaluate their respective demographic profile against the appropriate local CLF and submit it within their specific annual MD715 report.

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Overall JMC WORKFORCE Demographics (a/o 30 Sep 2009)

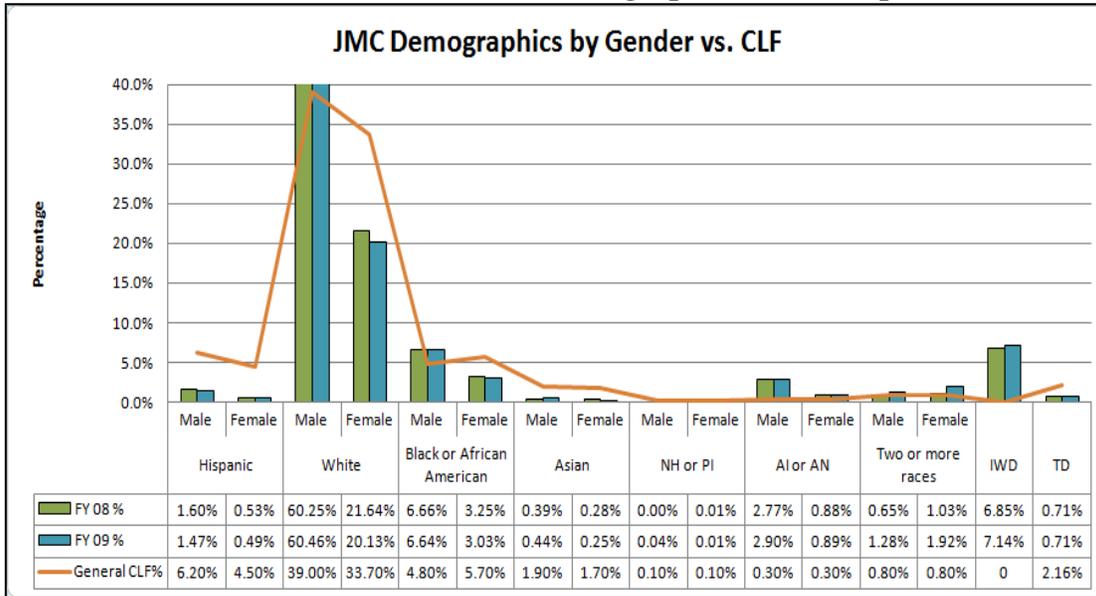


Figure 5

Employment Tenure		Total FY 09 #	Total FY 09 %	National CLF % (2000)	
Total Employees	All	6716	100.00%	100.00%	
	Male	4920	73.25%	53.20%	
	Female	1796	26.74%	46.80%	
Hispanic or Latino	Male	99	1.47%	6.20%	
	Female	33	0.49%	4.50%	
RACE/ETHNICITY (Non-Hispanic or Latino)	White	Male	4061	60.46%	39.00%
		Female	1352	20.13%	33.70%
	Black or African American	Male	446	6.64%	4.80%
		Female	204	3.03%	5.70%
	Asian	Male	30	0.44%	1.90%
		Female	17	0.25%	1.70%
	Native Hawaiian or Other Pacific Islander	Male	3	0.04%	0.10%
		Female	1	0.01%	0.10%
	American Indian or Alaskan Native	Male	195	2.90%	0.30%
		Female	60	0.89%	0.30%
	Two or more races	Male	86	1.28%	0.80%
		Female	129	1.92%	0.80%

Table 1: Highlighted RNO/Gender are underrepresented

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Summary of Fed9 and Occupational Series by RNO and Disability:

Employee Pool	FY 08	FY 09	% of JMC
Fed9:			
Officials and Managers	1455	1608	24.53%
Professionals	571	590	9.00%
Technicians	129	132	2.01%
Administrative Support Workers	482	514	7.84%
Craft Workers	2155	2290	34.94%
Operatives	871	922	14.07%
Laborers and Helpers	8	13	0.20%
Service Workers	465	486	7.41%

Table 2

FY 2009: Occupational categories across JMC are shown in Table 2 above. As an aggregate, JMC experienced increases in each major job category. The largest increase was in the Officials and Managers category with a 10.5% (153) person increase over last year.

Top 10 Occupational Categories in JMC:

Employee Pool	FY 08	FY 09	% JMC
6502 - EXPLOSIVES OPERATING	682	726	11.08%
6501 - MISC AMMO,EXPLOSIVES,& TOXIC MTS WK	575	605	9.23%
85 - SECURITY GUARD	458	480	7.32%
1910 - QUALITY ASSURANCE	316	343	5.23%
301 - MISCELLANEOUS ADMINISTRATION & PROGRAM	249	281	4.29%

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346 - LOGISTICS MANAGEMENT	212	233	3.55%
5703 - MOTOR VEHICLE OPERATING	222	226	3.45%
6907 - MATERIALS HANDLING	150	214	3.26%
5704 - FORK LIFT OPERATING	205	210	3.20%
2005 - SUPPLY CLERICAL AND TECHNICIAN	157	168	2.56%

Table 3

What may be more telling across the JMC are demographics by occupational series. The top ten major occupancies for 2009 are as shown in Table 3 above. Overall top occupational series for men was Series 5703 Motor Vehicle Operating representing 96% of series and for women the 2005 Supply Clerical and Technician jobs where women represent 67% of series.

Demographic Profile Summary:

The top job series for African American men was series 0085, Security Guards at 16.87% (81). African American men's top 5 job series populations fall within expected participation rates except Explosive Operators (34) which is about 44% below the expected number of (61). The population of African American men with a college degree is 24.09% (107). Median months to be promoted: 96 months.

The top occupational series for African American women was 6501 Misc Ammo at 8.09% (49). A review of the top five occupations indicates that all but Security guards were at expected numbers. The population of African American women with a college degree is 31% (63). Median months to be promoted: 80 months.

Asian men top occupational series was 801 General Engineering at 7.76% (8). All of the top five series exceeded the expected number. The population of Asian men with college degree is 79% (23). Median months to be promoted: 116 months.

Asian women most popular occupational series was 18 Safety and Occupational Health; all are within expected numbers. The population of Asian women with a college degree is 53% (9). Median months to be promoted: 97 months.

White men most populous occupational series is Series 6502 Explosive Operator at 67% (484). All five of the top occupation series exceed the expected number. Population of white men with a college degree is 27.6% (1116). Median months to be promoted: is 65 months.

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White women most popular occupational series is Series 301 Miscellaneous Administrative at 46% (128). All populations of the top five job series exceed their expected number. The population of white women with a college degree is 33% (438). The median time to be promoted is 55 months.

The top occupational series for Hispanic men is 6502 Explosive Operating at 2% (15). All top job series are well **below** the expected number. The population of Hispanic men with a college degree is 19% (19). The median time to be promoted is 104 months.

The top occupational series of Hispanic women is a 301 Miscellaneous Administrative 1.4% (4). All top job series are **below** the expected number. The population of Hispanic women with a college degree is 36% (12). The median time to be promoted is 84 months.

American Indian or Alaska Native (AI/AN) men top occupational series is 6502 Explosive Operating 5.2% (38). The population of their top five series exceeds expected number. The population of AI/AN men with a college degree is 25% (49). The median time to be promoted is 105 months.

AI/AN women top occupational series is 6502 Explosive Operating at 2.3% (17). All top series are above the expected number. The population of AI/AN women with a college degree is .2% (12). The median time to be promoted is 78 months.

A synopsis of the above is that the most severe imbalance or under representation in top job occupation is found within Hispanic men and women across JMC. White men are being promoted, on average, every 5 years while Hispanic men every 8.5 years; a rate of 70% faster. Asian men's promotion rate appear slower. This may be because the majority of Asian men enter jobs at higher pay levels under Science and Engineering pay plans. Likewise, Hispanic women are promoted about every 7 years while white women are about every 5 years.

High Grades:

High grade employees are comprised of SES, GS14, and the Pay Band Grade 3. During FY 09 the total population of JMC high grades was 132, of which 100 (76%) are men and 32 (24%) are women.

The average grade for permanent and temporary General Schedule employees was a 9.8 (\$50.7k per annum), Hispanic or Latino 9.9 (\$51.4k per annum), Black or African American 9.4 (\$45.0k per annum), Native Hawaiian/Pacific Islander 9.8 (\$50.4k per annum), American Indian/Alaska Native 9.5 (\$46.1k per annum), employees with two or more races 9.7 (\$49.5k per annum) and Individual with Target Disabilities 9.4 (\$45.4k per annum). All groups had average grades lower than the government-wide average of \$65.9k

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per annum). The average General Schedule for women was a 9.2 (\$42.6k per annum), more than one grade below the average grade level for men of 10.3 (\$48.2k per annum). For population and percentage at each grade level see Table 4.

Pay Plan	Population	%
GS14	15	0.23%
GS13	228	3.48%
GS12	424	6.47%
GS11	488	7.44%
GS10	25	0.38%
GS9	255	3.89%
GS8	51	0.78%
GS7	286	4.36%
GS6	191	2.91%
GS5	445	6.79%
GS4	42	0.64%
GS3	9	0.14%
GS1	1	0.02%
ES,ST,IP	7	0.11%
Band 1	121	1.85%
Band 2	612	9.34%
Band 3	117	1.78%

Table 4

The average Wage Grade hourly rate for women is \$15.7, 26% lower than the hourly rate for men at \$21.33/hr. Source: Except as noted, U.S. Office of Personnel Management, US Census Bureau 2007

Veterans/Individuals with Disabilities:

The JMC workforce is comprised of 37.03% Veterans, with 9.01% (592) disabled veterans. The number and percentage of the workforce who receive veteran’s compensation is actually somewhat larger than the number and percentage 7.14% (468) of employees who have self-identified as having a disability. Additionally, 1.19% (78) employees chose not disclose information on a disability. See Figure 6 and 7.

Veterans Disabilities Demographics

a/o Aug 09

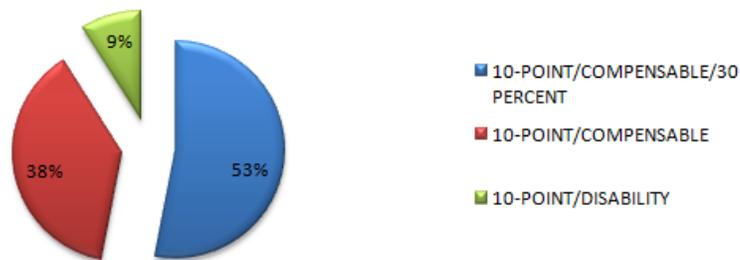


Figure 6

JMC employees with disabilities increased from 6.85% (432) in FY 08 to 7.14% (468) in FY 09. This increase may 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) are far below its 2% goal, remaining at 0.71% of the overall JMC workforce. Although the Workforce Recruitment Program (WRP) is alive and active at the headquarters, we still have much to accomplish in this area across the command. See Figure 7.

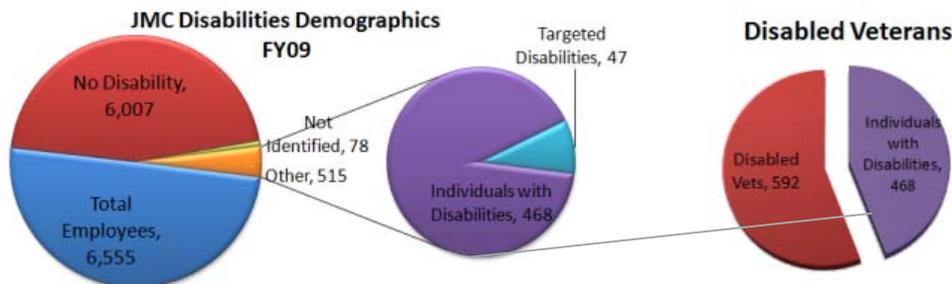


Figure 7

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Promotions:

Beginning in FY 09, JMC will report aggregate promotion status across the command. This is a relevant and leading indicator of our ability to attract and retain a diverse workforce. The data is reported across all grades and pay plans, therefore, promotion of minority groups is indicative of active and effective upward mobility program emphasis across the command.

As indicated in figure 8, table 5 below, the overall number of promotions has decreased in the last three years by almost half. During FY 09, most of the promotions found throughout Race and National Origin are proportional to respective representation. The exception was white men, two or more race women, Individuals with Disabilities (IWD) and those with Target Disabilities (TD) which fell below their respective population percentage.

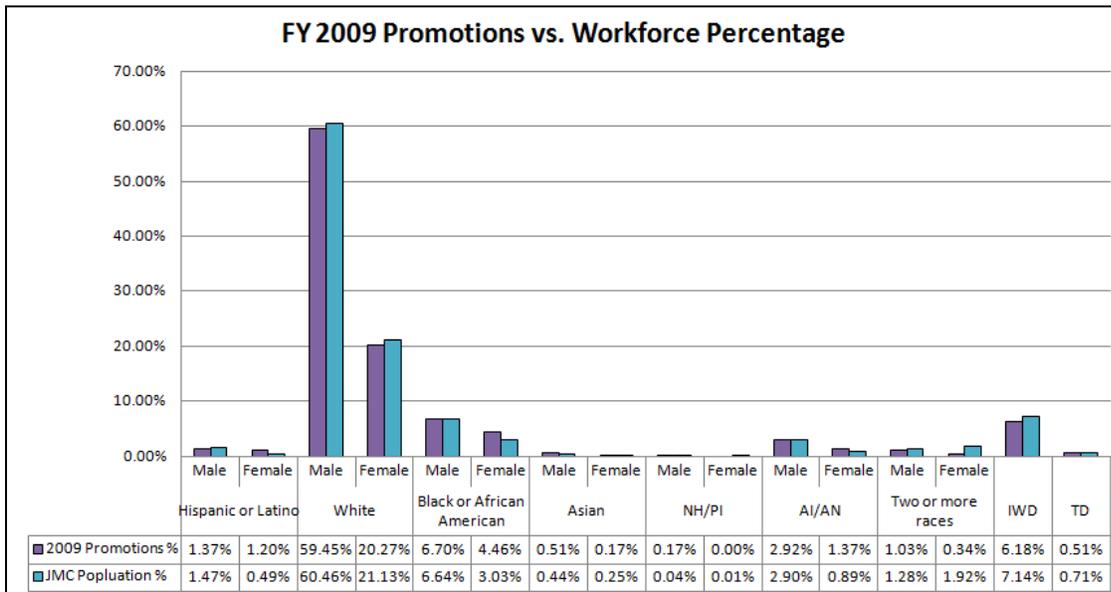


Figure 8: Promotion percentages in FY09.

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		*2007	2008	2009
Hispanic or Latino	Male	17	9	7
	Female	7	6	3
White	Male	478	437	301
	Female	312	182	100
Black or African American	Male	72	52	37
	Female	73	48	20
Asian	Male	6	6	3
	Female	7	5	1
NA/PI	Male	1	1	1
	Female	0	1	0
AI/AN	Male	13	24	13
	Female	15	1	8
Two or more races	Male	0	8	4
	Female	1	4	2
IWD		23	33	36
TD		0	1	3

* FY 08 Pine Bluff Arsenal joined JMC workforce
Table 5: Promotion Trends all Pay Plans

Performance Awards:

An analysis of the number of cash award across JMC revealed that a total of 3,810 employees received some form of cash award last year. 76.1% (2900) of the awards went to men, and 24% (910) went to women. The percentage of women receiving performance awards was slightly less (3%) than would be expected by their workforce percentage. Also, Black men received a performance award at a rate of 2% below their represented population. All other RNO and Disabilities appeared proportionate.

Also noteworthy is the median award amount received by RNO and Disability. Although award amounts are proportional to grade, Black men and women award amounts are considerably less than the balance of RNOs. See table 6.

		Median GS Performance Award Amt.
Total Employees	All	\$1,014
	Male	\$1,078
	Female	\$1,000
Hispanic or Latino	Male	\$973
	Female	\$1,005
White	Male	\$1,113
	Female	\$1,010

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Black or African American	Male	\$753
	Female	\$677
Asian	Male	\$1,300
	Female	\$1,275
NA/PI	Male	\$750
	Female	0
AI/AN	Male	\$1,384
	Female	\$1,100
Two or more races	Male	\$1,150
	Female	\$723
IWD		Not avail
TD		Not avail

Table 6

Applicant Pool:

Applicant Flow analysis for FY 09 is a first for JMC. As directed and instructed by higher headquarters, the number of applicants per “group” should be commensurate with the Civilian Labor Force pool. While this may be relevant compared to a local geographic regions, this is less true as a comparator across JMC because of the diversity across our installations and regions. Therefore, please use caution when reviewing this data at the command level. It will be more meaningful when evaluated at the individual installation level.

Expected to Apply by RNO and Disability:

JMC was evaluated across all FED 9 job occupancy categories against the FY 2000 National Civilian Labor Force 2000. Ideally, the percentage of total applicants from each of the represented groups should approximate the percentage applying for jobs in the JMC. Again, regional analysis per installation may reveal more meaningful information than aggregately across JMC. With the National CLF as a frame of reference to total applicants, under representation occurs in applicants for the following groups: Hispanic men and women, White and Black women, Asian men and women, Native Hawaiian women, and two or more race men and women, and Targeted Disability. See Table 7

Percentage Applied by CLF:

	% Applied	% Referred	% Selected	National CLF
Hispanic M	2.45%	2.54%	1.66%	6.20%
Hispanic F	1.02%	0.94%	0.92%	4.50%
White M	56.97%	59.08%	60.88%	39.00%
White F	18.75%	17.84%	18.26%	33.70%
Black M	5.50%	7.37%	8.30%	4.80%
Black F	3.17%	3.46%	3.69%	5.70%

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Asian M	0.75%	0.83%	0.92%	1.90%
Asian F	0.29%	0.35%	0.73%	1.70%
NH/PI M	0.09%	0.18%	0.18%	0.10%
NH/PI F	0.01%	0.02%	0.00%	0.10%
AI/AN M	1.24%	1.63%	1.47%	0.30%
AI/AN F	0.39%	0.57%	0.73%	0.30%
2 more M	6.57%	3.67%	1.84%	0.80%
2 more F	2.74%	1.44%	0.36%	0.80%
IWD	6.83%	7.70%	4.60%	7%
TD	.70%	.70%	.80%	2.16%

Table 7: Highlighted RNO are underrepresented

An interpretation of the applicant rates would be as follows using Hispanic men as an example: Hispanic men are applying on 2 (2.45%) out of every 100 job applications when we would expect 6 (6.2%) out of 100 to apply. Likewise, Hispanic women are applying 1 (1.02%) out of 100 jobs. This is below the 4.50% of the CLF. In contrast, White men are exceeding the expected application rate, applying for 57 (56.97%) out of 100 jobs, when it should approximately be 39 (39.0%) out of 100 jobs.

One conclusion we might draw is that there is a shortage of applicants across the FED 9 of women, Hispanic men and women, Asian men and women and Individuals with Targeted Disabilities (TD). This will be a weakness that will be addressed in FY10.

Current Challenges:

Presently major challenges are:

- Full and open access to data that ensures quantifiable analyses which will reduce agency risk and liability. Data necessary includes: recruitment and retention; 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.
- Work to improve recruitment in the area of Hispanic, Asians, Women, Individuals with Targeted Disabilities and Disabled Veterans. Currently individuals with targeted disabilities represent only 0.71% (47) 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 09, JMC reported 468 persons (7.14) 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).
- JMC began educating supervisor on Reasonable Accommodations in FY09. The servicing EEO office, Rock Island Arsenal Garrison EEO office has inserted an

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introductory course into Employee Assistance Program (EAP) training. Last year, three offices of Workforce Recruitment Students were trained on the Reasonable Accommodations process. In FY10, JMC EEO office plans to provide the Reasonable Accommodations Process to remaining offices, document, and expand the reporting systems across the headquarters to track efficiency and effectiveness of the process.

- In general, we note low participation of women, White and Black women, Hispanic men and women, and Asian men and women throughout the JMC. This trend is consistent throughout major occupational categories and generally across all grade levels, with even lower representation at higher-grade levels (i.e., 14 and above and/or pay bands 3). The Minority College Relations Program (MCRP) is a strong recruitment sources for potential job placement throughout JMC. Last year was another successful year for JMC for participation. Unfortunately, this may not be the case in FY10. Funding cuts have put this program at risk for some of our Army Working Capital Fund (AWCF) installations.
- Documentation. JMC EEO Office has bridged MD 715 to Lean Six Sigma principles. Processes are defined with performance indicator, but must work to documented and write Standard Operating Procedures in FY10.
- Training. Effective training is a cornerstone to proactive prevention of discrimination and elimination of barriers to equal employment opportunity throughout JMC. Island wide EEO training is available from the servicing Garrison EEO office. A problem experienced last year was that insufficient training sessions or seating availability to HQ JMC. Namely, in Reasonable Accommodation training. Training capacities had reached their limit in advance of JMC registration. Additionally, EEO training lacks an objective and thorough training evaluation/feedback for proper evaluation of the quality of the training. JMC and USAG-RI will work to correct this challenge.

MODEL PROGRAM SUMMARY

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 and are communicated from the top down and embraced at all levels.
- All HQ JMC supervisors 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.

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- DA Reasonable Accommodation SOP in place.
- JMC developed an EEO website for improved information sharing throughout JMC.

Deficiencies:

- Reasonable Accommodation Procedures still need to be developed and implemented and roles and responsibilities clearly communicated throughout JMC.
- 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.

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

Strengths:

- EEO is recognized in the JMC Strategic Plan with lagging and leading performance metrics to improve HQ JMC demographics within the Human Capital objective.
- 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.
- A HQ JMC Hispanic Employment Program Manager (HEPM) was appointed as collateral duty in July 2009.
- An additional EEO Specialist is now in place as an emergency hire at McAlester AAP.
- The EEO Officer vacancy at Blue Grass Army Depot (BGAD) was filled in March 2009.

Deficiencies:

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- Some JMC EEO officials still do not 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 on-site program evaluation/staff assistance visits.

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:

- Most of JMC reporting EEO offices have worked with their CPAC officials to establish time-tables to review the impact of NSPS on merit promotion program policies and procedures. Some still have not. Additionally, they need to review employee recognition and awards programs and procedures.
- 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. Additionally, HQ needs to roll this out across JMC EEO offices.
- 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 then across JMC.

ELEMENT D – PROACTIVE PREVENTION

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.

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

Deficiencies:

- 85% of JMC pre-complaints were processed in accordance with the required time-frames. This is an improvement from 66% in FY 08. Even though there was an improvement of almost 20% in processing pre-complaints, EEO offices need to monitor the processing times and adhere to the DA specified requirements. Three of our subordinate and servicing EEO offices held DA certified counseling training during this FY and increased their number of counselors. Expect to see another improvement next year in this area based on the availability of counselors.
- 82% of Acceptance/Dismissal letters were timely. This was an improvement from last FY but again EEO offices need to monitor and work with their respective legal office to comply with DA regulatory guidelines. 77.8 % of requests for IRD investigators were timely. This stayed relatively the same as last year (76%). The percentage of timely request for investigators should at least be the same as the percentage of acceptance/dismissal. The request for investigator should be requested simultaneously with the issuance of the acceptance letter.
- Recruitment/Referral Actions – Inconsistency exist across JMC on access to recruitment actions that permit data analyses of employment trends by race, national origin, gender and disability.
- 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. Some installations that have only one attorney, forward their documents for review to the HQ legal office.

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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.

Deficiencies:

- No deficiencies noted

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

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

FY 09 Complaints filed by Installation

JMC Complaints				
<i>Processing Installation</i>	<i># of FY 09 Pre-Complaints</i>	<i># of FY 09 Formal Complaints</i>	<i># of FY 08 Pre-Complaints</i>	<i># of FY 08 Formal Complaints</i>
Pine Bluff Arsenal	41	19	26	19
McAlester	8	4	4	3
Crane	3	1	10	7
Tooele	3	1	9	2
HQ, JMC	3	1	5	1
Blue Grass	3	1	1	0
Camp Stanley	3	1	0	0
Holston AAP	2	1	0	0
DAC	1	1	1	1
Letterkenny MC	1	0	0	0
Lake City AAP	1	0	0	0
Total	69	30	56	33

FY 09 Top 5 Bases (Pre-Complaint)

<i>FY 09 Bases Filed</i>	<i>Total Complainants Filing</i>	<i>FY 08 Bases Filed</i>	<i>Total Complainants Filing</i>
<i>Race (Black)</i>	26	<i>Race (Black)</i>	19
<i>Sex (F)</i>	21	<i>Sex (F)</i>	13
<i>Disability (Physical)</i>	16	<i>Disability (Physical)</i>	12

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<i>Age</i>	<i>16</i>	<i>Age</i>	<i>10</i>
<i>Reprisal & Color</i>	<i>14</i>	<i>Reprisal</i>	<i>10</i>

FY 09 Top 5 Complaint Issues (Pre-Complaint)

<i>FY 09 Issues Filed</i>	<i>Total Complainants Filing</i>	<i>FY 08 Issues Filed</i>	<i>Total Complainants Filing</i>
<i>Promotion/Non-Selection</i>	<i>32</i>	<i>Promotion/Non-Selection</i>	<i>24</i>
<i>Harassment (Non-Sexual)</i>	<i>16</i>	<i>Harassment (Non-Sexual)</i>	<i>8</i>
<i>Other</i>	<i>5</i>	<i>Appt/Hire</i>	<i>7</i>
<i>NSPS Eval/Appraisal</i>	<i>3</i>	<i>Other</i>	<i>6</i>
<i>Appt/Hire</i>	<i>3</i>	<i>Training & Termination</i>	<i>5</i>

Bases and Issues of Complaints:

The bases and issues filed by JMC employees during FY 09 were constant with FY 08. The top five bases and issues remained the same as the previous year.

Pre-Complaints:

In FY 09, there were a total of 69 pre-complaints filed against Joint Munitions Command organizations. This is an increase of 18.8% (13) increase from FY 08 total of 56. There was a significant increase in the number of complaints filed at Pine Bluff Arsenal (PBA) (+15) and significant decreases at Crane Army Ammunition Activity (CAA) (-7), Tooele Army Depot (TEAD) (-6), and McAlester Army Ammunition Plant (MCAAP) (-4). There were a few small activities that didn't have any complaint activity in FY 08 but had 1 or 2 complaints this FY 09. More than half of the pre-complaints filed against the JMC were filed at PBA (41, 59%).

Of the total processed pre-complaints in the JMC Command, 55 were processed using traditional counseling and 14 utilized alternative dispute resolution (ADR). The utilization of ADR increased 13.2% from FY 08. With respect to the 55 complaints that utilized traditional counseling, 46 (83.6) were processed within the regulatory timelines. This is an increase of 16.6% from FY 08. The average processing time for processing traditional counseling complaints was 27.9 days and the median was 24 days (against a requirement of 30 days). In FY 09, the average processing time for traditional counseling decreased by 6.8 days from FY 08. Of note, PBA had 30 of the 55 pre-complaints that were processed using traditional counseling. All but 1 of the PBA complaints were counseled within the regulatory timelines. With respect to the 14 pre-complaints utilizing ADR, (13) 93% were processed timely. The average processing time for pre-complaints utilizing ADR was 43.2 days and the median was 37 days (against a regulatory requirement of 90 days). FY 08, only 4 complaints used ADR in which all were processed timely.

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Twelve out of the 14 pre-complaints that used ADR were at PBA. All PBA complaints utilizing ADR were processed timely.

Formal Complaints:

Of the 69 pre-complaints filed against JMC organizations, 30 (43.5%) resulted in formal complaints during FY 09, over half (19) of which were filed at Pine Bluff Arsenal.

This represents a 13% increase in the resolution rate when compared to FY 08. When we look into the 30 formal complaints actually filed in FY 09, 27 were accepted for investigation, 1 complaint was dismissed, 1 complaint was withdrawn, and 1 was awaiting a decision on whether to accept/dismiss at end of the fiscal year. When we check the timeliness of the 28 complaints that were accepted/dismissed for investigation during FY 09, 23 (82.1%) were accepted/ dismissed within regulatory guidelines of 15 days (Of note, all formal complaints accepted/dismissed for investigation at Pine Bluff Arsenal (18) were timely). This represents an overall improvement in processing timeliness of 5% from FY 08. Since the establishment of the JMC Command in FY 07, we have seen an improvement in this area each year.

Alternative Dispute Resolution (ADR):

Pre-Complaints - ADR was offered 22 times with 8 offers being rejected (and referred for traditional counseling). The 14 complaints utilizing ADR resulted in 10 Negotiated Settlement Agreements for a 71.4% resolution rate.

Formal Complaints – ADR was offered 13 times for complaints at the formal stage. Of the 9 complaints that utilized ADR, 5 resulted in Negotiated Settlement Agreements, 2 were withdrawn during the mediation and the remaining 2 were forwarded for traditional investigations for a 77.8% resolution rate. It is noted that DoD IRD Mediators continue to conduct all the mediations at the formal stage, and their resolution rate demonstrates the effectiveness of the ADR process.

Even though FY 09 showed an increase in the utilization of ADR at the pre-complaint stage, the numbers are still low and the EEO offices need to continue to aggressively market and train employees of the benefits on the benefits of using ADR.

Investigations:

There were twenty (27) requests for investigation during FY 09. Twenty-one (77.8%) met the regulatory time-frame of fifteen days, representing a 2% increase over last year. Similar to acceptance/dismissals, the timeliness in requesting investigators has been improving each year since the establishment of the JMC as a separate command.

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Fourteen investigations were actually conducted during FY 09. Nine of these were requested during the fiscal year, while 5 were carryovers from FY 08. Seven of the fourteen were conducted timely and seven were untimely. It is noted that six of the seven untimely investigations were initiated by untimely requests by the processing JMC EEO Offices. The average time to complete investigations was 190.6 days.

While investigations are not handled by our reporting/supporting EEO Offices, we need to ensure that the request for investigations is submitted to DoD Investigations and Resolutions Division in a timely manner.

The total FY 09 cost for IRD investigations whether completed, resolved before investigation, or pending was \$8,775.00. The total cost of court reporters was \$13,270.83.

Even though we demonstrated some improvement, it is recognized that there are still complaint processing timeliness issues. HQ JMC EEO office will continue to provide guidance and emphasize timeliness requirements in an effort to ensure that all JMC EEO complaints are processed in a timely manner. Further, we will continually monitor iComplaints and provide guidance to ensure that required data is reported accurately in the iComplaints data system.

Remands:

During FY 09, only one complaint was remanded back to the JMC reporting EEO Offices for further processing (compared to 5 in FY 08). The remanded complaint was a complaint that was dismissed in FY 08. The reduction of remands indicates that JMC reporting/supporting EEO Offices are becoming more accurate in acceptance/dismissal decisions.

Monetary and Non-monetary corrective Actions:

The JMC paid significantly less in monetary benefits during this FY compared to FY 08. The total cost for settlements with monetary benefits during the pre-complaint stage and formal stage was only \$1,000.00 compared to \$73,119.24 during FY 08.

There were however, numerous non-monetary corrective actions that were given to settle complaints to include: promotion, reassignment, disciplinary action rescinded meetings w/mgmt officials to discuss selection process, and change in supervisory rating chain.

During FY 09, there were a total of 49 JMC formal complaints open (including 18 that remained open from FY 08). Of these complaints, 26 were closed during this FY. The table below depicts how these complaints were closed.

JMC Complaint Closures in FY 2009					
Settlements (non ADR)	Settlements (ADR)	Withdrawals	Dismissals	Final Army Decision	Final Army Action
5	5	8	2	5	1

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At the end of the fiscal year, 23 formal complaints remained open at various stages of the complaint process, in the JMC. There were 10 complaints awaiting investigation/report of investigation (ROI), 12 awaiting EEOC Hearing, and 1 awaiting a Final Army Decision.

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) regained 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 sixteen students in the summer session. The JMC permanently hired a 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.

Currently MCRP college participants 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.

Workforce Recruitment Program (WRP):

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 impress the importance of this program to the JMC installations and encourage them to strengthen relationships with similar partners.

The following pages contain summaries from each of the JMC installations from FY 09 MD 715 reports.