Management Directive 715 (MD-715) Report

FY2022

Defense Finance and Accounting Service

Diversity

Accessibility

Equity

Inclusion

EEOC Form
U.S. EEO Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Defense Finance and Accounting Service
Management Directive (MD) 715 Report, FY 2022

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Part A – Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code (xxxxx)	Agency Code (xxxx)	FIPS Code (xxxx)
Department of Defense (DoD)	Defense Finance and Accounting Service (DFAS)	8899 East 56th Street	Indianapolis	IN	46249	DD35	18-097

Part B – Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	10,719	19	10,738

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

Agency Leadership	Name	Title
Head of Agency	Ms. Audrey Davis	Agency Director
Head of Agency Designee	Mr. Jonathan Witter	Principal Deputy Director

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

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Principal EEO Director/Official	William Bryson	Director, Office of Equal Opportunity Programs (OEOP)	0260	GS-15	317-212-7962	william.l.bryson4.civ@mail.mil
Affirmative Employment Program Manager	Michelle Lugo	OEOP Program Manager	0260	GS-13	317-212-7362	michelle.m.lugo-bonet.civ@mail.mil

Complaint Processing Program Manager	Ali Mohammed Fawaz	Inquiry and Resolution Division Program Manager	0260	GS-14	317-212-5438	mohamed.a.fawaz2.civ@mail.mil
Diversity and Inclusion Officer	Cynthia Ice-Bones	Deputy Director, OEOP	0260	GS-14	317-212-2170	cynthia.g.ice-bones.civ@mail.mil
Hispanic Program Manager (SEPM)	Michelle Lugo	OEOP Program Manager	0260	GS-13	317-212-7362	michelle.m.lugo-bonet.civ@mail.mil
Women's Program Manager (SEPM)	Cynthia Ice-Bones	Deputy Director, OEOP	0260	GS-14	317-212-2170	cynthia.g.ice-bones.civ@mail.mil
Disability Program Manager (SEPM)	Lauren Aggen	Disability Employment Program Manager (DEPM)	0260	GS-13	317-212-8141	lauren.a.aggen.civ@mail.mil
Special Placement Program Coordinator (Individuals with Disabilities)	Lauren Aggen	DEPM	0260	GS-13	317-212-8141	lauren.a.aggen.civ@mail.mil
Reasonable Accommodation Program Manager	Lauren Aggen	DEPM	0260	GS-13	317-212-8141	lauren.a.aggen.civ@mail.mil
Anti-Harassment Program Manager	Katherine Murray	Human Resources Specialist	0201	GS-14	317-212-4526	katherine.m.murray16.civ@mail.mil
ADR Program Manager	Doug Hess	ADR Director	0905	GS-14	317-212-0818	douglas.a.hess4.civ@mail.mil
Compliance Manager	Ali Mohamed Fawaz	Inquiry and Resolution Division Program Manager	0260	GS-14	317-212-5438	mohamed.a.fawaz2.civ@mail.mil

Principal MD-715 Preparer	Michelle Lugo-Bonet	Diversity and Inclusion (D&I) Program Manager	0260	GS-13	317-212-7362	michelle.m.lugo-bonet.civ@mail.mil
Other EEO Staff	Tim Foster	Data Analyst	0301	GS-12	317-212-3832	timothy.b.foster4.civ@mail.mil

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

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

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

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

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

Did the Agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	Yes	
EEO Policy Statement	Yes	
Strategic Plan	Yes	
Anti-Harassment Policy and Procedures	Yes	
Reasonable Accommodation Procedures	Yes	
Personal Assistance Services Procedures	Yes	
Alternative Dispute Resolution Procedures	Yes	

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

Did the Agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	No	While the Agency does not have a specific plan in response to the E.O., DFAS produces a yearly

		"Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities." As a result, we are significantly exceeding federal, DoD, and DFAS established goals. The DFAS Diversity and Inclusion Operating Plan further supports our efforts.
D&I Plan under Executive Order (E.O.) 13583	Yes	
Diversity Policy Statement	Yes	
Human Capital Strategic Plan	Yes	
EEO Strategic Plan	Yes	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Yes	

Part E – Executive Summary

Defense Finance and Accounting Service (DFAS) Fiscal Year 2022 (FY22) Highlights

- DFAS scored 80% on the Employee Engagement Index (EEI) in the 2022 Federal Employment View Survey (FEVS). This exceeds the government threshold of 67% set by the Office of Management and Budget (OMB). DFAS ranked 4th in the EEI among the 24 Defense Agencies, an improvement from 5th place in 2021.
- DFAS tied for 3rd place in the EEI "Leaders Lead" category among Defense Agencies. This category reflects employee perception of senior leadership.
- The Grow Mission-Integrated Diversity (GMID) team developed a Leadership Dashboard that will simplify workforce data analysis and will provide metrics for diversity, equity, inclusion and accessibility (DEIA) efforts.
- DFAS scored 79% in overall DEIA scores, exceeding Department of Defense (DoD) and Office of the Secretary of Defense scores.
- DFAS was recognized as the outstanding mid-sized DoD component supporting Workforce Recruitment Program (WRP) efforts in 2022.
- DFAS employee, Ms. Amy Umhoefer, was recognized with the 2022 Outstanding Employee with a Disability Award in the 42nd Annual Secretary of Defense Disability Awards Ceremony. Another DFAS employee, Mr. Devid Brodsky, was recognized in the 2022 Workforce Recruitment Program Awards Ceremony.
- DFAS Office of Equal Opportunity Programs (OEOP) further shortened complaint and investigation completion times. The average number of days in investigation decreased by 57 days, from 185 days in FY21 to 128 days in FY22.
- In FY22 the first Agency-wide Employee Resource Group (ERG) was established. The Leading Employees as Advocates for Disabilities (LEAD) ERG focuses on enhancing the understanding and inclusion of employees with disabilities and targeted disabilities.
- The percentage of employment for people with disabilities (PWD) is at 19.69%, exceeding the DoD goal of 12%. The employment of people with target disabilities (PWTD) at DFAS was 4.21%, more than doubling the federal goal of 2% and exceeding the DFAS goal of 3%.

Part E.1 – Mission

DFAS is one of the world's largest finance and accounting operations. Its mission is to deliver financial excellence and quality pay services to its customers. Its vision is to be a valued partner in financial management by consistently delivering first-class service and products. The Agency is committed to continuous improvement supporting the men and women who defend our nation and striving to achieve the Six Essential Elements of a Model Equal Employment Opportunity (EEO) Program.

Part E.2 – The Six Essential Elements of a Model EEO Program
The six essential elements of a model EEO program include 1) Demonstrated commitment from Agency leadership; 2) Integration of EEO into the Agency's strategic mission; 3) Management and program accountability; 4) Proactive prevention of unlawful discrimination; 5) Efficiency; and 6) Responsiveness and legal compliance. To determine how the Agency is performing in each of these six elements, DFAS compared Model EEO Program data for FY21 to FY22, reviewed barrier analyses, examined issues, and created action plans supporting the Agency's employees and applicants. DFAS also examined current EEO Program status, compared it to the Model EEO Program Self-Assessment Checklist in Part G, and identified four deficiencies within its EEO Program. Based on those results, DFAS developed plans to address deficiencies, as covered in Part H, and workforce triggers related to participation rates for certain groups, discussed in Parts I and J. In FY22, the Agency's Office of Equal Opportunity Programs (OEOP) engaged in significant activities dedicated to advancing EEO practices for the DFAS workforce. Accomplishments, improvements, specific work, and planned activities associated with each of the six elements follow.

Part E.2.A – Demonstrated Commitment from Agency Leadership
In FY22, the DFAS Director and senior leaders demonstrated a strong and continued commitment to EEO policies and procedures to include DEIA in the workplace. Examples include:

- Senior leaders were instrumental in the development of several DEIA initiatives, like the GMID component of the Agency's strategy, which was developed to integrate a broad range of flexibilities and best practice processes and policies to inform, recruit, develop, and retain a talented workforce in ways that increasingly value diversity and accelerate DFAS mission success.
- Senior Executive Service (SES) and senior leaders served in key roles supporting the Agency's DEIA efforts. They sponsored and participated in Special Emphasis Programs (SEPs), served as barrier team members and ERG champions, identified employees to join SEP committees, completed the eCornell DEIA Certificate program, and encouraged employees to attend DEIA agency-wide sponsored events, to include twelve live, virtual observances which featured keynote speakers and panels of speakers.
- DFAS is also committed to providing a work environment that values the inclusion of PWD. In FY22, the Agency's PWD employment activities included strategic participation in recruitment and outreach events, as well as the development of an agency-wide PWD ERG.

Part E.2.B – Integration of EEO into the Agency's Strategic Mission
The OEOP Director had responsibility for all aspects of the Model EEO Program. DFAS ensured independence and neutrality in its EEO mission. The OEOP Director worked to ensure the Agency timely complied with EEOC orders, EEO program evaluations, and improvements.

DFAS continues to commit to a model workplace and a workforce that is both diverse and inclusive in all dimensions. The Agency's Director expects leaders at all levels to make equal opportunity, diversity, and inclusion priorities. The Agency's Diversity and Inclusion Operating Plan (DIOP), the DFAS Strategic Plan, and the DFAS Human Capital Strategic Plan each

identify DEIA components to cultivate a diverse, results-oriented, high performing workforce by fostering a flexible, inclusive work environment and addressing any gaps or challenges related to those efforts. Also, senior leaders are active members of the Diversity and Inclusion Leadership Council as part of their roles as Enterprise Business Council (EBC) members.

DFAS leadership also ensured effective coordination and collaboration between EEO programs and Human Resources (HR) programs to strengthen and enhance merit promotion processes and external recruiting. The Agency continues to proactively prevent and address discrimination and harassment through its Harassment Prevention and Responses Instruction, DFAS 1020.2-I. This guidance provides employees avenues beyond the EEO complaint process to voice concerns and report harassing behaviors. It provides specific timelines and responsibilities for supervisors and inquiry officials to address employees' concerns. Additionally, DFAS surveyed the workforce and provided mandatory training to supervisors and employees on the topic.

Part E.2.C – Management and Program Accountability
DFAS senior leaders, managers, and supervisors are held accountable in their performance plans and appraisals for advancing the Agency's EEO and DEIA plans, initiatives, and practices. SES performance plans include EEO and DEIA standards in a critical performance element.

The DFAS Harassment Prevention and Responses Instruction also provides a firewall separating the Agency's harassment function from the processing of EEO complaints with a procedure outside the EEO complaint process. It requires initiating an inquiry of all harassment allegations within 10 calendar days from the time the harassing behavior is first reported. DFAS trained a diverse cadre of Inquiry Officials (IOs) to perform the inquiries and report their findings.

The OEOP is responsible for briefing senior leaders on workforce demographics, EEO concerns or deficiencies, and developing plans to address issues. In FY22, an emphasis on strategic alignment continued to increase, and the OEOP Director served as the key EEO advisor to the DFAS Director. For example, OEOP briefings in FY22 to the DFAS Director and her Board of Directors included:

- Model program corrective action plans, complaints trends, diversity and inclusion initiatives, policies, and key information.
- Regular need-to-know information on merit-based final agency decision corrective actions and findings.
- Details and compliance requirements on executive orders, laws, Office of Personnel Management governing issuances, EEOC and DoD-level reports, advisories, and supporting documents.

The OEOP Director continued as a voting member of the EBC, a formal governance body comprised of SES and GS-15 Directors that is chartered to fulfill statutory as well as regulatory requirements, and serves as the Diversity and Inclusion Leadership Council.

Part E.2.D – Proactive Prevention of Unlawful Discrimination
In FY22, the DFAS Director continued to communicate strong commitment to the appropriate

execution of all aspects of the EEO program, from training to final agency actions. The OEOP Director continued to regularly coordinate EEO training and programs with senior leaders.

The GMID team developed a Leadership Dashboard that will simplify workforce data analysis and will provide metrics for DEIA efforts. This will allow the Agency to identify triggers in the workplace and track the status of identified barriers.

To proactively prevent unlawful discrimination, the OEOP staff continuously provided virtual training on a wide variety of EEO topics (e.g., Avoiding Reprisal for Supervisors, Reasonable Accommodations, DEIA, Inclusive Leadership, Unconscious Bias, and Diversity of Thought). In FY22, managers, supervisors, and employees received formal DEIA training. This included 232 supervisors and employees who attended the Inclusive Leadership – Understanding Unconscious Bias training and 177 supervisors who attended the Diversity of Thought – Fostering an Inclusive Workplace training. A total of 219 supervisors attended the New Supervisor Training (which includes a dedicated DEIA module), 55 employees attended Avoiding Reprisal, and 58 attended Reasonable Accommodations training. OEOP also provided all new employees with comprehensive EEO, DEIA, and Harassment training on 45 occasions.

Part E.2.E – Efficiency
DFAS continues to work primarily in a virtual environment, and in FY22, senior leaders and supervisors supported a culture of inclusion in the virtual workplace. Through the Mature Digital Workplace strategic initiative, the Agency committed to addressing feedback that supported the workforce's ability to operate and contribute to the mission. This included training on the tools and capabilities that would support collaboration, regardless of environment, and enhancing virtual or hybrid leadership skills for supervisors to ensure connection and inclusion remained an area of importance.

Furthermore, DFAS actively addressed workforce needs and proactively provided services and accommodations, like closed-caption availability, Communication Access Real-Time Translation (CART), videophone interpreting services, certified sign-language interpreters, ergonomic assessments and equipment, and an Employee Assistance Program.

In FY22, DFAS performed virtual and on-site ergonomic assessments, employee consultation/ follow-ups, equipment distribution and installation. A majority of the equipment issued was acquired from storage and included items such as chairs, keyboards, height adjustable tables, and ergo mice. The Computer Electronic Accommodations Program (CAP) was also used to provide equipment when applicable. In FY22, CAP provided 46 accommodations to DFAS.

The Agency updated its Reasonable Accommodation Instruction and published it on the DFAS public-facing website. Supervisors were trained on their responsibilities and the process to address employee requests.

DFAS enhanced processes for timeliness and full compliance with EEOC orders and settlement agreements, and timely filed the FY22 No-Fear and Annual Federal EEO Statistical Report of Discrimination Complaints (Form 462 Reports). In FY22, DFAS OEOP further shortened

complaint and investigations completion times. The team provided timely EEO counseling to the workforce and provided written notification to complainants about their rights and responsibilities in the EEO process.

DFAS strives to ensure the workplace is free from harassment and discrimination by investigating all complaints immediately and taking appropriate action. In FY22, DFAS EEO complaints investigative time-frames decreased by 57 days, from 185 days in FY21 to an average of 128 days in FY22.

To further integrate EEO principles and support diversity and inclusion, DFAS leadership sent employees DEIA related messages via email, articles, and newsletters. Twenty-six stories were published in the online *DFAS Business Journal*, 18 messages were sent via email to the workforce, 16 event marketing banners were published on the DFAS intranet and a fixed-side panel that by itself generated 23,457 clicks by DFAS employees. The OEOP Celebrate Diversity and Inclusion webpage included content for 14 observances and continues to be one of the most visited websites in the DFAS intranet portal.

All of the agency-wide observance programs were recorded and are available to the workforce for on-demand replay. The Agency also aligned them with leadership competencies, to allow attendees to earn continuing education and training (CET) credits.

In FY22, the Agency continued to make progress in ongoing barrier analysis plans for lower-than-expected Hispanic and Asian participation rates. DFAS representatives participated in several targeted recruiting events. The Hispanic Asian Barrier Inclusion Team (HABIT) facilitated outreach sessions at universities with higher populations of Hispanic and Asian students to provide information about DFAS career opportunities and diversity initiatives. The representatives also shared advice and guidance on resume writing and interview techniques with potential applicants.

Part E.2.F – Responsiveness and Legal Compliance

The significant timeliness accomplishments referenced in the efficiencies section were achieved by enhancing the processes. The EEO Complaints Manager promptly reviews all EEO formal complaints, drafts and signs acceptance letters within an average of 11 calendar days. Likewise, when we receive Reports of Investigations (ROIs), the Complaints Manager promptly reviews the ROI for sufficiency, and signs the Election Memorandum, expediting the process. Likewise, EEO Counselors are responsible for following up on all signed settlement agreements to ensure timely compliance. Within two business days of individuals contacting our office, EEO Counselors are required to contact the individual and begin the EEO process.

Part E.3 – Workforce Analysis
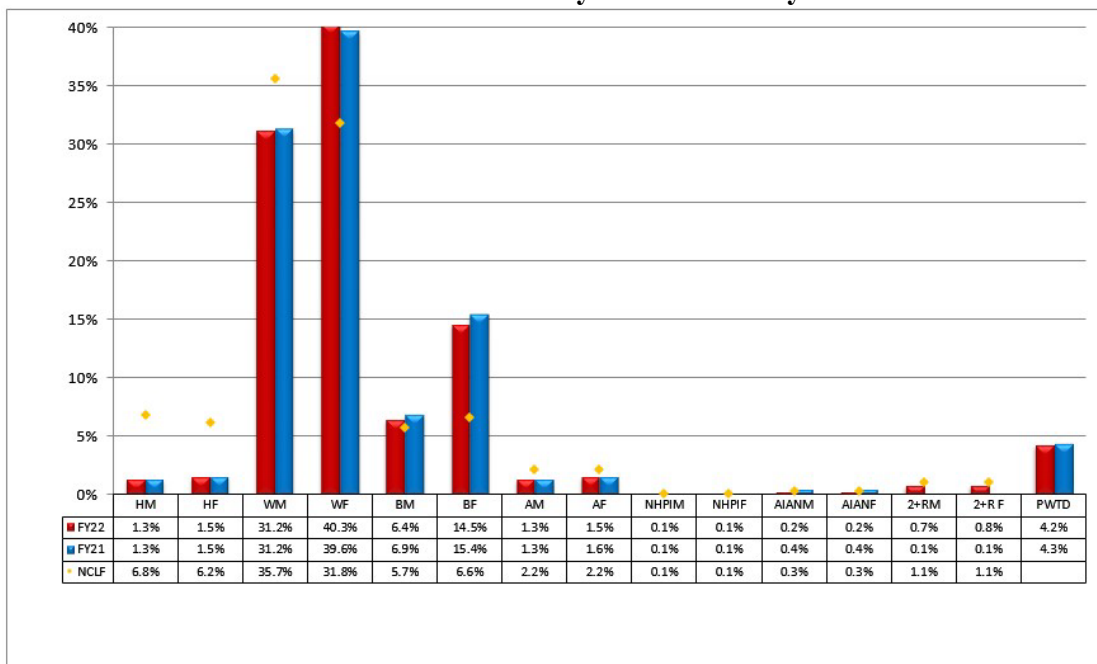*Data presented are from the FY22 year-end report.*

1. Distribution by Race/Ethnicity and Sex. The DFAS workforce analysis includes the permanent employee workforce. Relevant tables provide a consolidated snapshot of gender,

race, ethnicity, and targeted disability to convey how hiring, promotion, awards, separation, and corresponding workforce participation compared to established benchmarks for the National Civilian Labor Force (NCLF) and Occupational Civilian Labor Force (OCLF), as applicable.

The following analysis presumes that, ideally, all groups should move through the employment life cycle in proportion to their relative availability in the labor force. In the tables below, parity would be assumed if the Agency numbers matched the N/OCLF numbers for each race/ethnicity and sex group. If not, the resulting trigger suggests a possible EEO barrier. OEOP reviews two years of data to assess annual changes for each race, gender, ethnic group, and for employees who report a disability or a targeted disability. During FY22, the DFAS workforce included a total of 10,719 permanent GS or Wage Grade (WG) employees. The DFAS permanent workforce rounds up to 41% male and 59% female employees, with no change from FY21.

Table A-1.1: Total Workforce – Distribution by Race/Ethnicity and Sex

	HM	HF	WM	WF	BM	BF	AM	AF	NHPIM	NHPIF	AIANM	AIANF	2+RM	2+R F	PWTD
FY22	1.3%	1.5%	31.2%	40.3%	6.4%	14.5%	1.3%	1.5%	0.1%	0.1%	0.2%	0.2%	0.7%	0.8%	4.2%
FY21	1.3%	1.5%	31.2%	39.6%	6.9%	15.4%	1.3%	1.6%	0.1%	0.1%	0.4%	0.4%	0.1%	0.1%	4.3%
NCLF	6.8%	6.2%	35.7%	31.8%	5.7%	6.6%	2.2%	2.2%	0.1%	0.1%	0.3%	0.3%	1.1%	1.1%	

2. Participation by Race/Ethnicity and Sex. From FY21 to FY22, DFAS saw slight increases in the participation rate of White females and in Two or More Races (2+R) males and females. Hispanic males and females, White males, Asian males, Native Hawaiian and Pacific Islander (NH/PI) males and females participation rates stayed the same as FY21. DFAS saw a slight decrease in the participation rate of Black males and females, Asian American females, and American Indian and Alaskan Native (AI/AN) males and females.

Similar to last year, in FY22 DFAS had significantly lower-than-expected rates of participation among Hispanic males and females and White males. DFAS had a lower-than-expected participation rate for Asian males and females and AI/AN males and females. Please note that some numbers and percentages shown in workforce data tables are the results of first-level rounding.

3. Participation of Males and Females by Grade. While females comprised 58.9% of the permanent workforce, they were not represented proportionally at GS-13 through GS-15 levels, whereas males represented 41.1% of the permanent workforce and exceeded this rate from GS-13 through GS-15 levels. However, in the SES positions, female participation rates increased to 54.5%, which shows a slight improvement from the previous year.

In FY22, White males occupied 43.7 % of the GS-15 level positions, an increase from 42.4% in FY21. White male participation rates at the GS-14 slightly decreased from 52.4% to 52.2%. White female participation at the GS-15 level increased from 37.6% to 39.1% and had a slight increase at the GS-14 level from 32.9% to 33.9%. Black male participation rates at the GS-15 level decreased from 8.2% to 6.9% and at the GS-14 level they slightly decreased from 5.5% to 5%. Black female representation decreased at the GS-15 level from 7.1% to 5.7% and had a slight decrease at the GS-14 level from 5.9% to 5.6%.

Table A4-2P Compared to Table A-1.1: Total Workforce Table Males and Females

FY22	Total Employees	Males	Percentage of MALES in the permanent workforce by grade level						
			2+	AI	ASIAN	BLK	HISP	NH	WHI
Grade Levels	10,718	41.1%	0.7%	0.2%	1.3%	6.4%	1.3%	0.1%	31.1%
GS-01 - GS-08	4448	31.5%	0.5%	0.2%	0.7%	6.3%	0.9%	0.0%	23.0%
GS-09	492	35.4%	0.6%	0.0%	1.8%	5.9%	2.0%	0.2%	24.8%
GS-11	1673	44.4%	0.9%	0.2%	1.7%	8.2%	1.3%	0.1%	32.0%
GS-12	2536	48.5%	1.0%	0.2%	1.9%	6.2%	1.8%	0.1%	37.3%
GS-13	1159	53.4%	0.6%	0.0%	1.3%	5.4%	1.8%	0.2%	44.1%
GS-14	301	59.1%	1.0%	0.0%	0.7%	5.0%	0.3%	0.0%	52.2%
GS-15	87	55.2%	0.0%	0.0%	1.1%	6.9%	3.4%	0.0%	43.7%
SES	22	45.5%	0.0%	0.0%	4.5%	4.5%	0.0%	0.0%	36.4%
FY22	Total Employees	Females	Percentage of FEMALES in the permanent workforce by grade level						
			2+	AI	ASIAN	BLK	HISP	NH	WHI
Grade Levels	10,718	58.9%	0.8%	0.2%	1.5%	14.5%	1.5%	0.1%	40.3%
GS-01 - GS-08	4448	68.5%	0.9%	0.2%	1.0%	17.2%	1.4%	0.1%	47.7%
GS-09	492	64.6%	1.4%	0.4%	2.2%	15.7%	2.2%	0.2%	42.5%
GS-11	1673	55.6%	0.8%	0.1%	2.2%	16.7%	1.7%	0.0%	34.1%
GS-12	2536	51.5%	0.8%	0.3%	2.2%	12.2%	1.4%	0.0%	34.6%
GS-13	1159	46.6%	0.5%	0.0%	1.3%	8.8%	1.9%	0.0%	34.1%
GS-14	301	40.9%	0.0%	0.0%	0.3%	5.6%	1.0%	0.0%	33.9%
GS-15	87	44.8%	0.0%	0.0%	0.0%	5.7%	0.0%	0.0%	39.1%
SES	22	54.5%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	50.0%

Permanent employees excluding Wage Grade.

Hispanic male participation rates increased from 2.4% to 3.4% at the GS-15 level but remained at 0.3% at the GS-14 level. Asian males had a slight decrease in participation rates at the GS-15 level, from 1.2% to 1.1%. Similarly, at the GS-14 level, their participation rate decreased from 1.0% to 0.7%. Hispanic females had no representation at the GS-15 level. Their participation rate went from 1.2% to 0% and remained the same at the GS-14 level with 1%. Asian female participation rates also remained the same as last year with no representation (0%) at the GS-15 level and stayed the same at the GS-14 level with 0.3%.

AI/AN males and females at the GS-15 and GS-14 levels stayed the same with no representation (0%).

NH/PI males and females at the GS-15 and GS-14 levels stayed the same with no representation (0%).

2+R males remained the same at the GS-15 level with no representation (0%) and at the GS-14 the group saw an increase from 0% to 1%. For 2+R females, there was a decrease from 0.3% to 0% at the GS-15 level the group stayed the same at the GS-14 level (0%).

4. Participation in the Senior Executive Service. In FY22, the SES positions were occupied by 10 males (45.5%) and 12 females (54.5%). White females made up 50.0% (11 positions) at this level, followed by White males with 36.4% (8 positions). There was 4.5% representation for Black males and females, and Asian males with 1 position each. At the SES level, there were no Hispanic males and females, Asian females, NH/PI males and females, AI/AN males and females, or 2+R males and females.

5. Participation Rates by Sex in MCOs. DFAS identifies the following as "mission-critical" occupations: Human Resources (0201), Financial Administration (0501), Accountant (0510), Auditor (0511), and Information Systems (2210). These mission-critical occupations (MCOs) are those typically leading to senior leader positions.

Table A6: Participation Rates for Mission-Critical Occupations

| | 0201 | | 0501 | | 0510 | | 0511 | | 2210 | |
| | Human Resources | | Financial Administration | | Accounting | | Auditor | | Information Systems | |
	FY21	FY22	FY21	FY22	FY21	FY22	FY21	FY22	FY21	FY22
Male	34.7%	32.9%	44.4%	43.5%	41.5%	40.6%	61.7%	66.2%	70.3%	70.9%
OCLF	38.7%	38.7%	54.2%	54.2%	39.0%	40.1%	39.0%	39.0%	70.9%	70.9%
Female	65.3%	67.1%	55.6%	56.5%	58.5%	58.2%	38.3%	33.9%	29.7%	29.1%
OCLF	61.2%	61.2%	45.8%	45.8%	60.9%	59.9%	60.9%	60.9%	29.1%	29.1%
Hispanic Male	2.1%	1.4%	1.3%	1.3%	1.0%	1.0%	0.0%	0.0%	2.6%	3.1%
OCLF	4.7%	4.7%	3.9%	3.9%	2.8%	2.8%	2.8%	2.8%	4.5%	4.5%
Hispanic Female	2.6%	1.4%	1.9%	2.1%	1.5%	1.4%	0.0%	0.0%	0.5%	0.4%
OCLF	6.7%	6.7%	4.7%	4.7%	5.1%	5.1%	5.1%	5.1%	1.6%	1.6%
White Male	26.4%	25.7%	33.7%	33.1%	31.7%	30.6%	56.7%	61.5%	56.8%	56.9%
OCLF	28.1%	28.1%	44.1%	44.1%	29.8%	29.8%	29.8%	29.8%	54.3%	54.3%

White Female	42.0%	43.8%	37.2%	37.7%	39.0%	39.8%	30.0%	30.8%	20.8%	20.4%
OCLF	43.5%	43.5%	32.8%	32.8%	42.9%	42.9%	42.9%	42.9%	21.7%	21.7%
Black Male	5.7%	5.2%	7.5%	8.3%	6.7%	6.4%	5.0%	4.6%	6.8%	5.8%
OCLF	3.3%	3.3%	3.0%	4.7%	2.7%	2.7%	2.7%	2.7%	3.6%	3.6%
Black Female	19.7%	19.5%	14.3%	14.7%	14.8%	14.4%	6.7%	3.1%	6.6%	6.3%
OCLF	7.0%	7.0%	4.9%	7.5%	5.7%	5.7%	5.7%	5.7%	2.5%	2.5%
Asian Male	0.5%	0.5%	1.2%	1.1%	1.7%	1.7%	0.0%	0.0%	3.4%	3.5%
OCLF	1.9%	1.9%	2.3%	1.6%	3.1%	3.1%	3.1%	3.1%	7.0%	7.0%
Asian Female	1.0%	1.4%	1.6%	1.4%	2.7%	2.9%	1.7%	0.0%	1.4%	1.4%
OCLF	2.4%	2.4%	2.3%	3.1%	5.8%	5.8%	5.8%	5.8%	2.6%	2.6%
NH/PI Male	0.0%	0.0%	0.1%	0.1%	0.1%	0.2%	0.0%	0.0%	0.1%	0.1%
OCLF	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
NH/PI Female	0.5%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%
OCLF	0.3%	0.3%	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%	0.1%	0.1%
AI/AN Male	0.0%	0.0%	0.5%	0.0%	0.3%	0.2%	0.0%	0.0%	0.5%	0.1%
OCLF	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
AI/AN Female	0.5%	0.0%	0.3%	0.1%	0.4%	0.2%	0.0%	0.0%	0.4%	0.2%
OCLF	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%
2+R Male	0.0%	0.0%	0.2%	0.8%	0.0%	0.5%	0.0%	0.0%	0.2%	1.4%
OCLF	0.7%	0.7%	0.8%	0.8%	0.6%	0.6%	0.6%	0.6%	1.3%	1.3%
2+R Female	0.0%	1.0%	0.3%	1.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.4%
OCLF	1.2%	1.2%	0.9%	0.9%	1.1%	1.1%	1.1%	1.1%	0.7%	0.7%
PWTD	5.2%	4.3%	3.5%	4.1%	3.9%	3.9%	0.0%	1.5%	5.2%	4.5%

The workforce participation rate for males at DFAS exceeded the OCLF in two (same as FY21) of the five mission-critical occupations (0510 and 0511), stayed at par in 2210s, and was below the OCLF in 0201 and 0501. Females exceeded availability in two (one less than FY21) mission-critical occupations (0201, 0501), stayed at par in 2210s, and was below in 0510 and 0511 occupational series.

In FY22, the overall male participation rate in the 0201 occupational series decreased from FY21 and fell below the OCLF by almost 6%. In the 0501 occupational series the male participation rate decreased from FY21 and was significantly below the OCLF by 10.7%. In the 0510 occupational series, the male participation rate decreased slightly from FY21 but was above the OCLF by 1.6%. In the 0511 occupational series, the male participation rate increased from FY21 and was significantly higher than the 27.2% OCLF benchmark, and in the 2210 occupational series the male participation rate slightly increased from FY21 and was at par with the OCLF benchmark.

In FY22, the overall female participation rate in the 0201 and 0501 occupational series increased from FY21 and were above the OCLF. On the 0510 occupational series there was an increase in participation from FY21 but were below the OCLF. On the 0511 occupational series there was a decrease in participation from FY21 and were significantly below the OCLF by 27%. On the

2210 occupational series, there was a decrease in participation from FY21 but stayed at par with the OCLF benchmark.

6. Participation Rates by Race and National Origin (RNO) and Sex in MCOs. In FY22, the RNO participation rates were as follows: White males had higher participation rates than the OCLF in the 0510, 0511 and 2210 occupational series and fell below the OCLF benchmark in the 0201 and 0501 occupational series, same as FY21. White females had higher participation rates in 0201, 0501 and had less-than-expected participation rates in 0510, 0511 (significantly), and 2210 occupational series.

Black males exceeded their availability in the OCLF in all MCOs. Black females significantly exceeded their availability in the OCLF in the 0201, 0501, and 0510 occupational series. They were above the OCLF in 2210 and below the OCLF in 0511.

Conversely, Hispanic and Asian males and females had less-than-expected participation in all mission-critical occupations. Hispanic males and females and Asian males had no representation in the 0511 occupational series (same as FY21).

NH/PI males were above the OCLF participation rate in the 0510 occupational series, at parity with the OCLF participation rates in the 0501 and 2210 occupational series, and were below the OCLF in the 0201 and 0511 occupational series with no representation. NH/PI females were below the OCLF in all MCOs and only had representation at the 0501 series (0.1%).

AI/AN males were above the OCLF in the 0510 occupational series, at par in the 2210 series, and below in 0201, 0501, 0511 with no representation. AI/AN females were above participation rates in the 0510 and 2210 occupational series, were at par in 0501 and had lower-than-expected participation rates in the 0201 and 0511 occupational series with no representation.

Two or More Races males were above OCLF participation rates in the 0501 occupational series, had no representation in the 0511 series, and were below in all other occupational series. Two or More Races females were above their OCLF participation rate in the 0501 occupational series, fell below the OCLF participation rate in all MCOs, and had no representation in the 0511 series.

7. Participation Rates by RNO, Sex, and Grade Level in Mission-Critical Occupations.
Black males and females constituted 6.43% and 14.51% respectively of the permanent GS workforce, a slight decrease from 6.88% and 15.39% respectively from FY21.

Black males occupied positions in senior grades GS-13 (5.4%), GS-14 (5.0%), and SES (4.55%) at rates lower than their overall workforce participation rate. In GS-15 (6.9%), their rate of participation exceeded the overall workforce participation rate.

In the 0201 occupational series, Black males exceeded OCLF participation at the GS-7, 11, 12, and 13 grade levels but fell below their benchmark with no representation at the GS-9, 14, and 15 grade levels. In the 0501occupational series, Black males exceeded OCLF participation at all levels, especially at the GS-7, 11, 15, and SES grade levels, where they significantly exceeded

the benchmark. In the 0510 occupational series, they exceeded OCLF participation at all levels, except at the SES level, in which they fell below the benchmark with no representation. In the 0511 occupational series, they exceeded workforce participation at the GS-12 and 13 grade levels and fell below their participation benchmark at all other grade levels with no representation. In the 2210 occupational series, they were above the workforce participation rate at the GS-7, 11, 12, 13 grade levels, fell below their benchmark at the GS-14 level, and had no representation at the GS-9, 15, and SES grade levels.

In the 0201 occupational series, Black females significantly exceeded the OCLF workforce participation rate at all levels, except at the GS-15 grade level (no representation). In the 0501 occupational series, Black females exceeded their OCLF participation rates at all grade levels, except at the GS-15 level and had no representation at the SES level. In the 0510 occupational series, they exceeded their OCLF participation rate at all levels, significantly exceeding at the GS-7, 9, 11, 12, 13 and SES levels. In the 0511 occupational series, Black females significantly exceeded OCLF participation rates at the GS-13 and fell below the benchmark at all other grade levels with no representation. In the 2210 occupational series, Black females exceeded the workforce participation rate at the GS-11, 12, 13 and 14 grade levels, and they had no representation at all other grade levels.

Regarding the participation of Hispanics, males and females represented 1.3% and 1.5%, respectively, and their participation was consistently below the OCLF for all mission-critical occupations. Hispanic males were above the benchmark at GS-13 and at the GS-15 grade level and below the benchmark at the GS-14 and SES levels (no representation). Hispanic females were slightly above the OCLF benchmark at the GS-13 level but fell below the benchmark at the GS-14 level, and had no representation at the GS-15 and SES levels.

Regarding the participation of Hispanics in mission-critical occupations, Hispanic males in the 0201 occupational series were below OCLF benchmarks at all levels and had no representation at the GS-7, 9, 13, 14, and 15 grade levels. In the 0501 occupational series, they fell below the benchmark at all levels, with no representation at the GS-7, 14, 15, and SES level. In the 0510 occupational series, they fell below the benchmark at all levels, except the GS-15 level. They had no representation at the SES level. In the 0511 series, they had no representation at any level. In the 2210 occupational series, they fell below the benchmark at all levels with no representation at the GS-7, 9, 14, 15, and SES levels.

Hispanic females in the 0201 occupational series were below the OCLF benchmark at all levels and had no representation at the GS- 7, 11, 13, 14, and 15 levels. In the 0501 occupational series, they fell below the benchmark at all levels, with no representation at the GS-14, 15, and SES levels. In the 0510 occupational series, they fell below the benchmark at all levels and had no representation at the GS-14, 15, and SES levels. In the 0511 occupational series, they had no representation at any level. In the 2210 occupational series, they fell below the benchmark at all levels, except the GS-7. They had no representation at the GS-9, 11, 14, 15, and SES levels.

Asian males fell below the OCLF participation rate in the 0201, 0510, and 0511 occupational series at all grade levels. In the 0201 occupational series, Asian males fell below the OCLF

benchmark at all levels. They only had representation at the GS-11 level. In the 0501 occupational series, they only exceeded workforce participation at the SES level and fell below OCLF workforce participation benchmarks at all other grade levels (no representation at the GS-15 level). In the 0510 series they fell below the OCLF benchmark at all levels and had no representation at the GS-13, 15, and SES levels. In the 0511 occupational series, they had no representation at any level. In the 2210 occupational series the fell below the OCLF benchmark at all levels, except at the GS-9 level in which they significantly exceeded the benchmark. They had no representation at the GS-14, 15, and SES levels.

Asian females fell below the OCLF participation rate in all mission-critical occupations, except at the 0201 GS-12 level and at the 0501 GS-9 level. They had no representation at the GS-14 to SES level, except at the 0501 GS-14 level, in which they still fell below the OCLF benchmark. They also had no representation at any levels in the 0511 occupational series.

NH/PI males only exceeded the OCLF participation rate in the 0501 GS-9 and 13 levels, in the 0510 GS-11, 12, and 13 levels, and in the 2210 occupational series at the GS-12 level. They had no representation in all other grade levels in the 0501, 0510, and 2210 occupational series. They also had no representation in any grade level in the 0201 and 0511 occupational series.

NH/PI females only exceeded the OCLF participation rate in the 0501 occupational series at the GS-9 level and fell below the benchmark with no representation at all other levels in all major critical occupations.

AI/AN males only exceeded the OCLF participation rate in the 0510 occupational series at the GS-11 and 12 levels and in the 2210 occupational series at the GS-12 level. They fell below the benchmark at all other levels due to no representation.

Two or More Races males had no representation at any grade level in the 0201 and 0511 occupational series. There were no SES positions in the 0201 occupational series. They exceeded the OCLF benchmark in the 0501 occupational series at the GS-11 and GS-14 levels and fell below the benchmark at all other levels. In the 0501 series, Two or More Races males had no representation at the GS-7, 15, and SES levels. In the 0510 occupational series, they exceeded the OCLF benchmark at the GS-12, 13, and 14 grade levels and fell below the benchmark at all other levels, with no representation at the GS-7, 9, 15, and SES levels. In the 2210 occupational series they exceeded the OCLF benchmark at the GS-11 and 12 grade levels. They fell below the benchmark at all other levels with no representation at the GS-7, 9, 14, 15, and SES levels.

Two or More Races females had no representation at any grade level in the 0511 occupational series. They exceeded the OCLF benchmark in the 0201 occupational series at the GS-11 and 12 levels and fell below the benchmark with no representation at the other levels. In the 0501 occupational series, they exceeded the OCLF benchmark at the GS-9, 11, 12, and 13 grade levels and fell below the benchmark with no representation at the other levels. In the 0510 series, they exceeded the OCLF benchmark at the GS-7 and 9 grade levels and fell below the benchmark at the GS-11, 12, and 13 levels, and had no representation at the other levels. In the 2210 series,

they exceeded the OCLF benchmark at the GS-12 and 13 levels and fell below the benchmark with no representation at the other levels.

DFAS Analysis, Opportunities, and Actions

Some trends identified in prior years continued in FY22. DFAS worked to address hiring needs for Hispanics and Asians and barriers for Black females and other females reaching higher grades leading to the SES level. Work is progressing with high-level action plans identified.

Participation of Hispanic and Asian Workforce

Table A1

FY22	All		Hispanic		Asian	
			Male	Female	Male	Female
Permanent Workforce	#	10,719	140	162	136	165
	%	100%	1.31%	1.51%	1.27%	1.54%
CLF 2018	%		6.82%	6.16%	2.19%	2.18%
Hiring	#	1274	14	10	25	21
	%	100%	1.10%	0.78%	1.96%	1.65%
Separations	#	1093	7	10	15	6
	%	100%	0.64%	0.91%	1.37%	0.55%
FY21	All		Hispanic		Asian	
			Male	Female	Male	Female
Permanent Workforce	#	10,778	137	159	145	169
	%	100%	1.29%	1.48%	1.35%	1.57%
CLF 2010	%		6.82%	6.16%	2.19%	2.18%
Hiring	#	915	14	9	17	17
	%	100%	1.53%	0.98%	1.86%	1.86%
Separations	#	1605	40	74	22	49
	%	100%	2.49%	4.61%	1.37%	3.05%

Permanent employees including Wage Grade.

Hiring and Separations – Hispanics and Asians

Hispanic permanent employees self-identified at a rate of 2.82% compared to the NCLF rate of 12.98%. Asian permanent employees self-identified at a rate of 2.81% compared to the NCLF rate of 4.37%.

A review of the FY22 workforce data indicated that the overall participation rate for Hispanic males and females stayed almost the same (from 1.27% and 1.48% in FY21 to 1.31% and 1.51% in FY22, respectively). Asian males and females had decreases in participation rates (from 1.35% and 1.57% in FY21 to 1.27% and 1.54% in FY22, respectively). Hispanic and Asian males and females fell below the NCLF benchmark for the third year in a row.

Hispanics continued to show the most significant disparity in participation rates among DFAS employees, as compared to the NCLF. Asian employees also continued to be represented at lower-than-expected levels in the workforce, as compared to the NCLF.

During this period, the total hires for DFAS increased (from 915 in FY21 to 1,274 in FY22), with less turnover (from 1,605 separations in FY21 to 1,093 in FY22).

The percentage of Hispanic males hired decreased from 1.53% in FY21 to 1.10% in FY22. That said, their separation rate in FY22 was lower than FY21. The hiring of Hispanic females also decreased from 0.98% in FY21 to 0.78% in FY22. However, their separation rate in FY22 was also lower than FY21. The Hispanic male and female participation rates were also lower-than-expected as compared to the OCLF in all five mission-critical occupational series.

The percentage of Asian males hired slightly increased from 1.86% in FY21 to 1.96% in FY22. The hiring of Asian females decreased from 1.86% in FY21 to 1.65% in FY22. The separation rate of males in FY22 stayed the same as FY21, but for Asian females it was lower than FY21. The Asian male and female participation rates were also lower-than-expected as compared to the OCLF in all five mission-critical occupational series.

In summary, while taking important steps in increasing the hiring of Hispanic and Asian employees, the separation of these underrepresented groups continues to be high. DFAS has taken steps toward increasing Hispanic and Asian participation in its workforce and is taking proactive actions to avoid additional disparities in these under-represented groups. Increasingly focused strategic recruitment and outreach activities continue.

Females in Leadership Pipeline Participation
In FY22, females comprised 58.9% of the DFAS workforce. While 62.83% of the supervisory workforce are female, the proportion of female managers and executives is at 45.4% and 47.2%, respectively. The pipeline to senior positions in the Agency (SES and GS-15) has not seen significant change since FY20. The proportion of GS-15 positions occupied by females decreased from 45.9% in FY21 to 44.8% in FY22, while males comprised 55.2%. In GS-14 positions, females comprised 40.9%, as compared to males who comprised 59.1%. In GS-13 positions, females comprised 46.6%, as compared to males who comprised 53.4%.

Most females occupying positions at or above the GS-13 grade level were White. In FY22, 33.1% of GS-13's were White females, followed by Black females at 8.8%, then Hispanic females at 1.9%, followed by Asian females at 1.3%. The representation of females in leadership positions for all categories fell below their representation in the overall DFAS population.

For 0201 occupational series positions, Black and White females were selected less than expected, given representation in the hiring pipeline (applied, qualified, and referred). However, White females held a larger portion of GS-13 and higher graded positions in the 0201 series (GS-13 was 50%, GS-14 was 38.5%, and GS-15 was 42.9%) as compared to Black females (GS-13

was 13.9%, GS-14 was 7.69%, and GS-15 was 0%) and Hispanic and Asian females, who had no representation at the GS-13 and higher levels.

For 0501 occupational series positions, White and Black females were selected more than expected, given their representation in the hiring pipeline (applied, qualified, and referred). White females held a larger portion of GS-13 and higher graded positions in the 0501 series (GS-13 was 34%, GS-14 was 40%, and GS-15 was 36.4%) as compared to Black females (GS-13 was 9.62%, GS-14 was 5.1%, and GS-15 was 3.03%), Asian females (GS-13 was 0.1%, GS-14 was 1%, and GS-15 was 0%), and Hispanic females (GS-13 was 2.9%, GS-14 was 2%, and GS-15 was 0%).

For 0510 occupational series positions, Black females were selected more often than expected, given their representation in the hiring pipeline (applied, qualified, and referred). White females held a larger portion of GS-13 and higher graded positions in the 0510 occupational series (GS-13 was 47%, GS-14 was 36.6%, and GS-15 was 42.3%) as compared to Black females (GS-13 was 10.5 %, GS-14 was 8.6 %, and GS-15 was 7.7%), Asian females (GS-13 was 1%, GS-14 was 0.%, and GS-15 was 0%), and Hispanic females (GS-13 was 1.2%, GS-14 was 0.%, and GS-15 was 0%).

For 0511 occupational series positions, females were selected less than expected, given their representation in the hiring pipeline (applied, qualified, and referred). There was no representation of Hispanic, Asian, or any other race in this occupational series. White females held a larger portion of GS-13 and higher graded positions in the 0511 series (GS-13 was 27.8%, GS-14 was 0%, and GS-15 was 0%) as compared to Black females (GS-13 was 11.1%, GS-14 was 0 %, and GS-15 was 0%).

For 2210 occupational series positions, Black females were selected more often than expected, given their representation in the hiring pipeline (applied, qualified, and referred). White females still maintained a larger portion of those GS-13 and higher graded positions (GS-13 was 16.9%, GS-14 was 21.6%, and GS-15 was 50%) as compared to Black females (GS-13 was 4.9%, GS-14 was 2.7%, and GS-15 was 0%), Asian females (GS-13 was 2.2%, GS-14 and GS-15 were 0%), and Hispanic females (GS-13 was 0.9%, GS-14 and GS-15 were 0%).

As in prior years, in FY22, GS-14 and 15 graded employees were considered the most likely applicant pool for competitive promotions to the SES within DFAS. Females remained consistent at the SES level, occupying 12 of the 22 positions.

Participation in Career Development Programs FY22

Table A1.2

	HM	HF	WM	WF	BM	BF	AM	AF	NHPI M	NHPIF	AIAN M	AIANF	2+RM	2+R F
Relevant Pool	1.3%	1.5%	31.2%	40.3%	6.4%	14.5%	1.3%	1.5%	0.1%	0.1%	0.2%	0.2%	0.7%	0.8%
Applied	0.7%	1.5%	31.2%	40.8%	5.2%	13.3%	2.1%	2.8%	0.1%	0.0%	0.0%	0.0%	0.4%	1.9%
Participated	0.7%	1.5%	31.2%	40.8%	5.2%	13.3%	2.1%	2.8%	0.1%	0.0%	0.0%	0.0%	0.4%	1.9%
NCLF	6.8%	6.2%	35.7%	31.8%	5.7%	6.6%	2.2%	2.2%	0.1%	0.1%	0.3%	0.3%	1.1%	1.1%
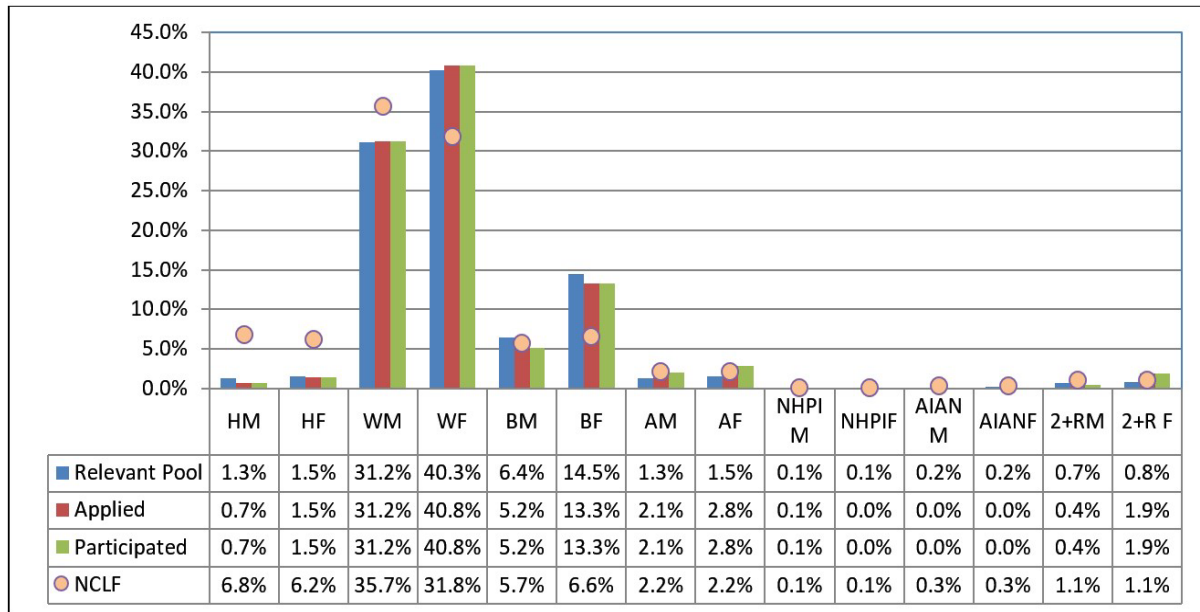
Table A1.2 reflects the participation of employees in grades GS-5 through 12 in the DFAS Career Acclimation Program (DCAP) and Pathways program. Employees hired into these "slide positions" (i.e., generally GS-7/9/11) participate in a two-year program to develop employees to advance to journey-level professional, administrative, and technological career fields.

In FY22, DCAP and Pathways participants continued to receive opportunities to build career and leadership, team building, project management, and process improvement skills through on-the-job assignments, cross-training, rotational assignments or job exposures, and formal training. Participants also developed professional relationships through group projects, social functions, community service activities, networking, and working with mentors.

From FY21 to FY22, participation in career development programs by White females, Black males and females, Hispanic females, Asian males, and 2+R males and females increased. AI/AN male and female participation stayed the same, while White males, Hispanic males, Asian females, NH/PI males and females, and AI/AN females decreased.

The "Relevant Pool" data in Table A1.2 is based on participation of grade levels included in the program at DFAS. The NCLF is relevant for comparison because external applicants selected for these positions are also entered into the program. Because the program application process is directly tied to selections from vacancy announcements across the Agency, the "Applied" and "Participated" percentages reflect the same data.

In FY22, the participation of Black females in career development programs was significantly above the NCLF participation rate. White females and Black males were above the NCLF participation rates. Meanwhile, NH/PI stayed at parity with the NCLF, Hispanic males and

females, White males, AI/AN males and females, and 2+R males and females were below the NCLF participation rates. Hispanic males and females had the largest delta between their participation rate and the NCLF participation rate.

Employee Recognition: Awards Distribution by Race/Ethnicity and Sex
In FY22, monetary and time-off awards were distributed to employees in the workforce at all grade levels, in all occupations, and at all locations. DFAS analyzed award distribution and amount by RNO, sex, and disability for purposes of identifying possible barriers. The triggers identified will be examined further to identify the specificity of the disparity between grades. It is possible existing grade-related barriers may represent a probable root cause as opposed to a primary issue. Since rating-based awards are often partially calculated based on employee salary, the grade distribution within race, ethnicity, and gender may play a significant role in the average award amount. Additional analysis will focus on these factors relative to the workforce analysis below.

In FY22, the Agency distributed a total of $21,659,017 in monetary awards. Of these awards, the Agency distributed $18,480,647 in cash awards of $501 or more, which represents approximately 85% of monetary awards, up 2% from FY21. Awards were primarily associated with individual performance ratings.

The Agency distributed $3,178,343 in cash awards in the $500 or less amount category, which includes special act awards, suggestion awards, and performance awards.

The Agency distributed Quality Step Increases (QSIs) to employees in recognition of outstanding performance. There was no significant difference in the number of QSIs issued to employees by RNO or gender based on their overall representation in the DFAS population.

In average award amounts for both FY21 and FY22, White employees received higher award amounts than Black employees. In addition, Black employees received fewer award dollars than Asian and Hispanic employees. The award amount differences between Black employees and Asian and Hispanic employees from FY21 continued in FY22.

Male employees received significantly higher award amounts than female employees in the 0510 occupational series. In the 0201, 0501, 0511, and 2210 occupational series, there was no significant difference in award amounts between males and females.

In FY22, the Agency continued its analysis of barriers to female participation in grade levels GS-11 to SES and examined the impact this phenomenon has on their participation in the awards program. Additional work and plans regarding the granting of awards at less-than-expected rates are being further considered in FY23.

In average award amounts for FY21 and FY22, there were significant differences in the award amounts received by grade, with higher grades (>GS-12) receiving larger award amounts than lower grades (<GS-12) on average. These differences applied to all occupational series.

Agency Program for People with Targeted Disabilities Participation
Overall, the Agency saw an increase in the percentage of the permanent workforce that identified as PWD. The percentage of PWD at the end of FY22 stood at 19.69%. This was an increase from 19.54% in FY21. DFAS exceeds the federal 12% goal for employment of PWD. DFAS also exceeded the federal 2% goal for employment of PWTD. The B6 Tables below reflect the participation rate of PWTD in mission-critical occupations. In FY22, there was an increase of 0.44% for PWD in the 0201 mission-critical occupation. For PWD in the 0501 mission-critical occupation, there was an increase of 1.12% and 0.60% for PWTD from FY21 to FY22. For the 510s, there was a 0.51% increase for PWD and a minimal increase for PWTD. There was a minimal decrease for PWD and PWTD in the 2210s.

Table B6 – Participation Rates for Mission-Critical Occupations (FY22)

Job Title/Series		Total	Total by Disability Status			
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability
201 – HR Managers	#	210	154	17	39	9
	%	100.00%	73.33%	8.10%	18.57%	4.29%
501 – Financial Management	#	2035	1533	101	401	84
	%	100.00%	75.33%	4.96%	19.71%	4.13%
510 – Accounting	#	2379	1872	102	405	92
	%	100.00%	78.69%	4.29%	17.02%	3.87%
511 – Auditor	#	65	54	3	8	1
	%	100.00%	83.08%	4.62%	12.31%	1.54%
2210 – Information Systems	#	1130	822	70	238	51
	%	100.00%	72.74%	6.19%	21.06%	4.51%

Distribution by Grade Grouping
The Agency exceeded the 2% federal goal in the employment of PWTD in the grade groupings of GS-10 and below (4.65%) and GS-11 and above (4.00%). Additionally, DFAS exceeded the federal benchmark of 12% for PWD in both grade groupings, GS-10 and below (15.72%) and GS-11 and above (14.87%).

Table B4 – Workforce Distribution by Grade Grouping

Disability	GS-1 - GS-10		GS-11 - SES		Grand Total	
Disability	785	15.72%	859	14.87%	1644	15.26%
No Disability	3600	72.09%	4406	76.28%	8006	74.34%
Targeted Disability	232	4.65%	231	4.00%	463	4.30%
Unknown	377	7.55%	280	4.85%	657	6.10%
Grand Total	4994	100.00%	5776	100.00%	10770	100.00%

Employment of People with Disabilities
Employment of PWD increased from 19.54% to 19.69%, exceeding the DoD goal of 12%.
Employment of PWTD was 4.21% in FY22, exceeding the DFAS goal of 3%.

Hiring and Separations for PWTD

Table B1 – (Permanent) Distribution – Hiring and Separations for PWTD

FY22	All		No Disability	Not Identified	Disability	Targeted Disability
Total Workforce Table B1	#	10738	7934	682	2114	452
	%	100%	74.02%	6.35%	19.69%	4.21%
Hiring Table B1	#	1293	1039	160	94	25
	%	100%	80.36%	12.37%	7.27%	1.93%
Separations Table B1	#	1102	730	108	264	60
	%	100%	66.24%	9.80%	23.96%	5.44%
FY21	All		No Disability	Not Identified	Disability	Targeted Disability
Total Workforce Table B1	#	10803	8030	662	2111	462
	%	100%	74.33%	6.13%	19.54%	4.28%
Hiring Table B1	#	928	688	144	96	17
	%	100%	74.14%	15.52%	10.34%	1.83%
Separations Table B1	#	1614	1056	204	354	75
	%	100%	65.43%	12.64%	21.93%	4.65%

* Total workforce to include Permanent, Temp and Wage Grade employees

Separations: Separations percentage increased from FY21 to FY22. In FY22, 5.44% (60) of all separations were PWTD. In FY21, that percentage was 4.65% (75).

Hiring: Hiring of PWTD in FY22 was at 1.93% (25) of all new hires; this was an increase from FY21 when 1.83% (17) of all new hires was a PWTD.

An area of concern continues to be the number of new hires (160) who chose not to identify a disability status. These individuals represented 12.37% of all new hires. To increase the DFAS percentage of PWD and PWTD, the Agency continues to promote verifying self-identification during the onboarding process for new hires.

Agency Recognition and Awards: Distribution by Disability

Table B9 – Employee Recognition and Awards

FY22 Recognition and Awards		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability
Cash Awards: $500 and Under	#	8733	6536	542	1655	352
	%	100.00	74.84	6.21	18.95	4.03
Total Amount	$	3176343	2385050	195632	595661	125462
Average Amount	$	363.72	364.91	360.94	359.92	356.43
Cash Awards: $501 - $999	#	3039	2331	182	526	106
	%	100.00	76.70	5.99	17.31	3.49
Total Amount	$	2285950	1749643	136594	399713	80201
Average Amount	$	752.20	750.60	750.52	759.91	756.61
Cash Awards: $1000 - $1999	#	4845	3714	223	908	182
	%	100.00	76.66	4.60	18.74	3.76
Total Amount	$	6427782	4925385	294019	1208378	244232
Average Amount	$	1326.68	1326.17	1318.47	1330.81	1341.93
Cash Awards: $2000 - $2999	#	2001	1520	98	383	71
	%	100.00	75.96	4.90	19.14	3.55
Total Amount	$	4785272	3631952	236486	916834	165885
Average Amount	$	2391.44	2389.44	2413.12	2393.82	2336.41
Cash Awards: $3000 - $3999	#	674	544	27	103	14
	%	100.00	80.71	4.01	15.28	2.08
Total Amount	$	2251932	1822845	89596	339491	45407
Average Amount	$	3341.15	3350.82	3318.37	3296.03	3243.36
Cash Awards: $4000 - $4999	#	303	250	7	46	9
	%	100.00	82.51	2.31	15.18	2.97
Total Amount	$	1323928	1092566	30100	201262	39622
Average Amount	$	4369.40	4370.26	4300.00	4375.26	4402.44
Cash Awards: $5000 or more	#	174	142	4	28	6
	%	100.00	81.61	2.30	16.09	3.45
Total Amount	$	1375121	1084591	34355	256175	60637
Average Amount	$	7902.99	7637.96	8588.75	9149.11	10106.17

Table B9 reflects the distribution of $18,449,985 in monetary awards of $501 and up. In FY22, 1,994 employees with non-targeted disabilities received monetary awards of $501 and up. A total of 388 employees with targeted disabilities received monetary awards of $501 and up.

Part E.4 – Accomplishments

- In the 2022 FEVS, the Agency scored 80% on the EEI, which exceeds the government threshold of 67% (set by OMB) by 13%. DFAS ranked 4th in EEI among the 24 Defense Agencies, an improvement from 5th place in 2021.

- DFAS tied for 3rd place in the Leaders Lead category under the EEI. This category reflects employee perception of senior leadership.
- The Agency's FEVS results also show that DFAS scored 79% in Overall DEIA, exceeding DoD scores.
- Senior leaders developed the GMID strategy to enhance DEIA efforts. GMID includes initiatives related to merit promotion and mentoring, which includes a DFAS instruction with examples and templates for hiring managers, a supervisor tool kit explaining hiring strategies and authority, and deployment of a mentoring module within the success factors. In mentoring, GMID:
  - ✓ Matched 100% of GS-14 succession cycle participants with a mentor.
  - ✓ Provided mentorship trainings to more than 230 attendees and 30 mentors.
  - ✓ Established collaborative approaches with process partners to generate, analyze, and deliver accurate reporting to senior leaders.
- Senior leaders and executives continue to serve in key roles in supporting Agency DEIA efforts related to the Black Female Barrier Analysis work, the HABIT initiative, the GMID, ERGs, SEPs, and DEIA committees.
- The Agency provided portfolio management for the OEOP by facilitating initiative alignment to the DIOP.
- Senior leaders approved the development of the first agency-wide DEIA Award, the La Mont Johnson DEIA Award, designed to recognize DEIA above and beyond contributions from employees and supervisors.
- Agency site leaders met with newly hired employees after onboarding to discuss the importance of the EEO program, professional development, teamwork, site wellness, and being an exemplary public servant.
- In FY22, DFAS hired 19 Schedule-A appointees, totaling 2% of external hires [up from 14 hires (1.3% of external hires) in FY21]. DFAS also hired a total of 186 veterans in FY22, representing 17% of all hires. Of those hired, 102 veterans had a 30% or higher disability rating (up from 87 in FY21), which represented 55% of all veterans hired (up 2% from FY21).
- OEOP worked in conjunction with HR, Office of General Counsel (OGC), and senior management to update and streamline the civil liberties, harassment prevention, and accommodation programs and instructions.
- Leadership/supervisors promptly addressed employee allegations of harassment or discrimination in the workplace.
- Agency leaders established a cadre of IOs to promptly investigate claims of harassment. All IOs received detailed training on the DFAS Harassment Prevention Instruction, investigative process and techniques, and their investigative role and responsibilities.
- OEOP regularly briefed senior leaders regarding barrier analysis, DEIA initiatives, agency demographics, complaint posture, and training data. OEOP also briefed senior leaders on the Agency's progress toward a model EEO program and addressed any existing or emerging challenges.
- OEOP proactively avoided conflicts of interest in complaint processing and ensured legal compliance in the EEO Program by working with the OGC, while maintaining a firewall between litigation and final agency action staff. OEOP also encouraged early resolution by

offering mediation to participants in the EEO complaint process 100% of the time, through the DFAS Dispute Resolution Office.

- To promote diversity and inclusion and cultural awareness, DFAS site directors encouraged employees to participate in the Agency's SEP virtual observances.
- DFAS celebrated 14 observances with keynote speakers and panels. Observances included Disability Awareness Month, American Indian and Alaskan Native Heritage Month, Martin Luther King, Jr. Observance, Black History Month, Women's History Month, Holocaust Remembrance Observance, Asian American Heritage Month, Native Hawaiian and Pacific Islander Heritage Month, LGBTQ+ Pride Month, Juneteenth Observance, Military and Veterans Appreciation Observance, Women's Equality Day, Hispanic Heritage and European American Heritage Month. These observances enhanced the workforce cultural awareness and promoted diversity and inclusion.
  - ✓ In FY22, in an effort to increase workforce participation at observance events, Agency leaders extended a "Road to 15% Challenge" to supervisors and managers. As a result, workforce participation significantly increased at all events.
  - ✓ DFAS provided CET credit based on leadership competencies to observance event attendees.
- DFAS continued to make progress in the action items identified in prior years' barrier analyses regarding lower-than-expected participation rates of Hispanics and Asians. The HABIT successfully supported DFAS to:
  - ✓ Perform applicant flow data analysis.
  - ✓ Provide recommendations to HR on educational institutions and affinity organizations with a higher Hispanic and Asian demographic to include in their recruitment plan.
  - ✓ Participate in targeted recruiting events with the goal of attracting talent from multiple demographics.
  - ✓ Prepare, schedule, and facilitate targeted outreach events and facilitate one-on-one and group sessions to provide job candidates information about the DFAS mission, application process, and career opportunities upon graduation.
  - ✓ Translate recruitment materials and presentations to Spanish and distribute them in Hispanic Serving Institutions.
  - ✓ Expand targeted recruitment efforts to one-grade level interval positions.
- DFAS leadership supported effective coordination and collaboration to strengthen and enhance the merit promotion processes and external recruiting, to include increasing the use of direct hire authorities as a strategic recruitment tool to acquire a more diverse workforce.
- To enhance retention of the PWD workforce and enhance inclusion, teams received peer-to-peer Deaf Awareness classes on working and communicating with deaf and hard of hearing employees, understanding cultural interaction, and interacting with the Interpreting Department.
- DFAS supervisors and employees are required to complete Harassment Prevention and Responses training.
- DFAS used centralized training dollars to pay the tuition of 15 workforce representatives from all levels to obtain a Diversity and Inclusion certification from Cornell University.
- DFAS encouraged employees to verify their disability status and RNO within the Defense Civilian Personnel Data System's MyBiz+ application to improve agency data collection.

- The Agency promptly considered employees' requests for adaptive equipment and/or reasonable accommodation. DFAS also provided employees with continued accommodations and opportunities to take home additional equipment and furniture to enhance their telework environment.
- To meet the needs of deaf and hard of hearing employees, DFAS used Telecommunications Relay Service, CART, DFAS interpreters, and CAP services. DFAS also provided iPads and video phones to deaf employees.
- DFAS ensured virtual collaboration team members attended training and reviewed guidance on ensuring virtual events were 508-compliant. This helped ensure that registration procedures were compliant, web-conferencing platforms were tested with DFAS environment and security considerations, presenters submitted 508-compliant materials, and closed captions and/or other accommodations were considered for each event.
- To promote inclusion of the agency's deaf community, DFAS offered Peer-to-Peer Deaf Awareness classes to deaf and hard of hearing teammates and/or process partners. The training provided information to teams on working and communicating with deaf and hard of hearing employees, and understanding cultural interaction. The training raised awareness while educating and encouraging sound methods of professional practice. DFAS also provided an agency-wide virtual American Sign Language class. Topics included deaf history, the signed alphabet, and common words and phrases. It also focused on increasing awareness about cultural differences and the availability of services and resources DFAS offers for those who are or work with deaf and hard of hearing employees, as well as those who may need other accommodations.
- The interpreting team briefed new employees to create awareness and provide an overview on working with deaf and hard of hearing employees and interpreters at DFAS. They offered the DFAS interpreting team resources and links to provide technical support and accommodations to the agency's deaf community and individuals, when needed. They also advocated for the deaf and hard of hearing employees to resolve issues.
- DFAS interpreters mentored two students from the interpreting program at Columbus State Community College. These relationships help increase interest in the interpreting profession and future job opportunities at DFAS as the Agency continues to provide accessibility for the deaf and hard of hearing population.
- To support Executive Order 13548 (Increasing Federal Employment of Individuals with Disabilities) in FY22, recruiters from the DFAS Hire a Hero Program participated in outreach events and job fairs targeting veterans and veterans with disabilities to assist them with the federal application process, resume writing, and coaching services. As part of the program, veterans were considered for DFAS jobs outside the typical hiring process by applying through the Hire a Hero Program Applicant Supply File.
  - ✓ DFAS proactively used Hire a Hero and Schedule-A and the Veterans Employment Opportunities Act (VEOA) listings in hiring efforts of veterans, PWD and PWTD. In FY22, DFAS hired 19 Schedule-A appointees, totaling 2.0% of total external hires [up from 14 hires (1.3% of external hires) in FY21]. DFAS also hired a total of 186 veterans in FY22, representing 17% of all hires. Of those hired, 102 veterans had a 30% or higher disability rating (up from 87 in FY21), which represented 55% of all veterans hired (up 2% from FY21). Also, 15% of FY22 promotions were of veterans, 52% of which were 30% or more disabled veterans.

- DFAS employee, Ms. Amy Umhoefer, was recognized with the 2022 Outstanding Employee with a Disability Award in the 42nd Annual Secretary of Defense Disability Awards Ceremony, and DFAS employee, Mr. Devid Brodsky, was recognized in the 2022 Workforce Recruitment Program Awards Ceremony.
- The Agency's Disability Program Manager provided a presentation on DFAS, Schedule-A, and WRP to colleges such as the Rochester Institute of Technology and non-profit organizations such as Opportunities for Ohioans with Disabilities that have a high percentage of PWDand. She also provided a presentation on best practices during the DoD's WRP Forum, as well as a presentation on work/life balance and disability to the entire DoD workforce.
- In FY22, through the DFAS Careers for Americans with Disabilities Program, DFAS continued to use a repository database of Schedule-A applicants that allowed for the "matching" of applicants against recruitment actions.
- To enhance the recruitment opportunities of PWD, the Agency attended eight virtual recruiting events with participants who identified as PWTD. DFAS collaborated with the Gallaudet School of the Deaf, Rochester Institute of Technology, the National Technical Institute for the Deaf, and the Bender Virtual Career Fair for PWD.
- DFAS participated in the WRP, a program designed to provide internships and permanent positions for emerging professionals with disabilities. DFAS used the WRP in compliance with Executive Order (EO) 14035, which specifically directs agencies to use the WRP more extensively in its recruitment efforts.
  - ✓ DFAS was recognized as the outstanding mid-sized component within DoD supporting WRP efforts in 2022. In FY22, the Agency hired 11 WRP candidates for summer internships and three WRP interns from FY21 had their internship extended into FY22. A total of five interns were hired as permanent employees.
- To enhance diversity in the Agency's applicant pool, DFAS posted job opportunity announcements to the career services offices of multiple Hispanic Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs), and Minority Serving Institutions (MSIs). The Agency also attended seven virtual recruitment events that were targeted towards veterans, minority groups, and disabled candidates.
- DFAS encouraged having diverse background hiring panel members in order to promote DEIA throughout the selection process and has also developed a *Making a Selection Training Guide,* to provide additional guidance to selecting officials during the hiring process.
- Agency senior leaders and managers provided regular virtual mission area All Hands to encourage workforce recognition and morale. Virtual awards were presented to employees to recognize their accomplishments to enhance employee morale and engagement.
- DFAS facilitated a robust Site Wellness Program to ensure work/life balance for employees.
- The Agency continues to support the development of ERGs as they align with the goals of the Agency's DIOP. In FY22, senior leaders and supervisors were briefed on the importance and benefits of ERGs. The OEOP created a comprehensive guide with instructions to develop and establish an ERG, and provided charter and memorandum of agreement templates.
  - ✓ The Agency established the first Agency-wide ERG: LEAD. LEAD conducted events to educate the DFAS workforce about disabilities and reasonable accommodation. They provided American Sign Language training, CAP training, articles on accessibility and

virtual platforms, ataxia awareness, a disability etiquette information sheet, and tools and resources to address challenges with recruitment, retention, advancement, training and development for PWD. They also shared resources and offered assistance to new DFAS employees to help them acclimate to their new workplace; leadership and mentorship opportunities for DFAS employees, supervisors, and managers; collaboration with DFAS management to overcome barriers for individuals with disabilities; and a Schedule-A questionnaire and step-by-step guide for recruitment efforts.

✓ In FY22, the DFAS Veterans Employment Program became the Veterans ERG. This ERG focuses on fostering DEIA in the workplace by embracing the proud community of employee veterans and those still serving to support, encourage and connect them with other organizations and resources that improve their lives and the community.

- DFAS administered the Defense Equal Opportunity Climate Survey (DEOCS). Participation exceeded the 25% goal, and enough data was collected from a third of the DFAS community to make assessments and identify problem areas. DEOCS version 5.0 was released in January 2021 and contains approximately 100 questions designed to assess 19 protective and risk factors that can impact an organization's command climate. The objective is to assist agencies with collecting data that reflects workforce perceptions of their organization's equal opportunity climate.

  ✓ DEOCS Factors: A protective factor is an attitude, belief, and behavior associated with positive outcomes for organizations. Examples of these protective factors include cohesion, fairness, morale, and work-life balance. On the opposite end of the spectrum, a risk factor is an attitude, belief, and behavior associated with negative outcomes. Risk factors can include stress, toxic leadership, and workplace hostility.

  ✓ DFAS received very high ratings for Connectedness, Work-Life Balance, Leadership Support from Immediate Supervisors, and Cohesion.

  ✓ There were opportunities for improvement in Morale, Fairness, and Transformational Leadership.
    o There were double digit results for the presence of racially and sexually harassing behaviors.
    o One third of employees reported moderate to high stress.

- In addition to celebrating with virtual observances, the Agency maintained a Celebrate Diversity and Inclusion website which provided the workforce with history, profiles, cultural learning, and entertainment information to celebrate observances at their leisure. The website also provided the workforce with recordings of observance programs held throughout the year. The website had up to 1,700 hits within a month and continues to remain a popular source for cultural awareness and inclusion.

- DFAS extended observance programs to other DoD organizations and components to establish partnerships and enhance collaboration. DFAS also provided keynote speakers and had employees attend several federal government organization conferences.

- DFAS sites in Japan and Europe developed additional DEIA programs designed to promote the objectives of the agency's DIOP and customized them to the needs of the workforce. For instance, DFAS-Japan developed a Cultural Diversity and Inclusion Program, to maximize the benefits of their diverse workforce and host training and events that included a diversity panel titled "Creating a Culture of Inclusion, Fairness, and Relationships," to increase employee awareness of DEIA. They also developed an English-to-Japanese common use

terms and phrases document for all new employees to build and improve connections, and an Employee Engagement Team to improve employee communication, engagement, participation. The team focused on cultural awareness, communication, and team building across the DFAS civilian and local national workforce. For the Holocaust Remembrance, DFAS-Europe conducted training focused on cultural enhancement at the Hinzert Memorial Concentration Camp. Employees were provided the opportunity to learn about the camp and those who were a part of its history. This event provided employees with a unique team building experience.

- DFAS provided new employees with presentations on equal opportunity programs, DEIA, Alternate Dispute Resolution (ADR), quality of work/life balance, deaf/hard of hearing culture, and mentoring/coaching as part of the Agency's onboarding program.
- Agency leaders participated in training designed to stay abreast of important DFAS policies and procedures, including but not limited to EEO, ADR, quality of work/life balance, deaf/hard of hearing culture, and mentoring/coaching, among other topics.
- Aside from the DEIA trainings the OEOP provided, several supervisors attended Leadership Foundations Program courses (e.g., Leading Diversity Coaching Sessions and Leading Diversity Mentoring Sessions).
- DFAS also provided robust and comprehensive training for all new supervisors. The training covered topics such as workforce planning, recruiting, selecting and staffing, the hiring process, mentoring, reasonable accommodations, harassment and discrimination, and DEIA.
- DFAS New Supervisor Training also included topics such as the Supervisor Manager Assimilation Program (SMAP), the Leadership Foundations Program, the Management Advancement for the Public Service seminars, the Institute for Management Studies seminars, and the Enterprise Leadership Program requirements. These six specialized training programs provide supervisors with the tools and skills they need and thus ensure the best interaction possible between supervisor and their employees.

Part E.5 – Planned Activities

DFAS is proud of its progress toward a Model EEO Program. There is, however, more to be accomplished in the upcoming years. Related plans and accomplishments (Part E.4) are at Parts H, I, and J of this report. In addition, the following list summarizes initiatives either planned, ongoing or completed in FY22, based on the annual MD-715 program assessment.

- Further strengthen reporting relationship.
- Enhance EEO and DEIA information in the Agency's public website.
- Implement the GMID Strategic Plan.
  - ✓ Implement DEIA reporting and communication, and build accountability.
  - ✓ Continue to implement efforts on mentoring, career counseling, professional development, and succession.
- Continue to train supervisors and leaders on the benefits of a diverse workforce and an inclusive environment.
- Continue to enhance the Agency's mentorship program.
- Continue to improve Agency's anti-harassment complaints response timeliness.
- Continue to perform applicant flow data analysis and remove any barriers identified.

- Continue to promote the development of ERGs Agency-wide.
- Enhance the SEPs and continue to develop plans to increase workforce attendance at observances.
- Continue to expand targeted recruitment efforts to increase diversity in applicant pools.
- HABIT will continue to:
  - ✓ Collaborate with HR and site support offices to enhance recruitment efforts and increase the diversity of applicant pools.
  - ✓ Work on the "Engage" phase focused on solidifying structure and enhancing relationships with Hispanic and Asian communities close to DFAS sites.
  - ✓ Attract candidates into DFAS entry-level technician occupations, as well as two-grade interval positions.
  - ✓ Explore retention actions focused on targeted populations.

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

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, | William Bryson, Director, Office of Equal Opportunity Programs, GS-0260-15, | am the

(Insert name above) | (Insert official title/series/grade above)

Principal EEO Director/
Official for

the Defense Finance and Accounting Service (DFAS).

(Insert Agency/Component Name above)

The Agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The Agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

BRYSON.WILLIAM.LOGAN.1043898724   Digitally signed by BRYSON.WILLIAM.LOGAN.1043898724
Date: 2023.03.02 14:53:41 -05'00'

March 2, 2023

Signature of Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

DAVIS.AUDREY.YVONNE.1060604955   Digitally signed by DAVIS.AUDREY.YVONNE.1060604955
Date: 2023.03.28 17:24:16 -04'00'

March 28, 2023

Signature of Agency Head or Agency Head Designee   Date

DFAS FY22 MD-715 – Part G
Agency Self-Assessment Checklist

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

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

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

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

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

MD-715 – Part G
Agency Self-Assessment Checklist

Compliance Indicator ⬇ Measures	A.1 – The agency issues an effective, up-to-date EEO policy statement.	Measure Met? (Yes/No/NA)	Comments
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	Yes	EEO Policy Statement issued on January 13, 2022.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex, pregnancy, sexual orientation, gender identity, genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	Yes	
Compliance Indicator ⬇ Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments
A.2.a	Does the agency disseminate the following policies and procedures to all employees:		
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	Yes	
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:		

A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	https://www.dfas.mil/ nofearact.html
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	https://www.dfas.mil/ nofearact.html
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	1020.1-I, Providing Reasonable Accommodations for Individuals with Disabilities (dfas.mil)
A.2.c	Does the agency inform its employees about the following topics:		
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	Yes	Included in mandatory training for new employees and every two years thereafter.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	Yes	Included in mandatory training for new employees and every two years thereafter.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	Yes	In FY22, there were three reasonable accommodation trainings for supervisors and training for the entire workforce on the Computer/Electronic Accommodations Program.

A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	Yes	Included in mandatory training for new employees and every two years thereafter.
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	Yes	Included in mandatory training for new employees and every two years thereafter.
Compliance Indicator ⬇ **Measures**	**A.3 – The agency assesses and ensures EEO principles are part of its culture.**	**Measure Met? (Yes/No/NA)**	**Comments** **New Compliance Indicator**
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.	Yes	SEPMs and committee members by their managers and OEOP. Nominations and selection of DFAS Outstanding Employee with a Disability. Accomplishments are also published in the Agency's MD-715 Report.
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes	Both FEVS and Defense Organizational Climate Survey (DEOCS) are used to monitor the perception

			of EEO principles, determine workplace climate, and identify potential issues that can be resolved proactively.

Essential Element B: Integration of EEO into the Agency's Strategic Mission
This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.

➡️ **Compliance Indicator** 🔽 **Measures**	**B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	No	Reporting relationships have not changed since FY20. DFAS is a subordinate agency of the Department of Defense with implementation of the Elijah Cummings Act pending direction from the Department level. DFAS is a subordinate agency of the Department of Defense with the implementation of the Elijah Cummings Act

			pending direction from the Department level.
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	No	In FY22, the EEO Director provided updates to the DFAS board of Directors regularly; this included the top four DFAS senior executives, including the DFAS Director. The EEO Director also had monthly one-on-one sessions, as needed, and attended the Director's weekly staff meetings. The EEO process examines impacts of personnel actions and decisions; the OEOP Director had free rein and provided dissenting opinions and maintained the integrity of the EEO investigative and decision-making process. Reporting level is not a negative factor in this work.

B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the Agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] If "yes", please provide the date of the briefing in the comments column.	Yes	April 7, 2022
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	
Compliance Indicator ⬇ **Measures**	**B.2 – The EEO Director controls all aspects of the EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments New Compliance Indicator**
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR	Yes	

	§1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]		
B.2.d	Is the EEO Director responsible for overseeing the timely issuing of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	NA	No sub-components
Compliance Indicator **Measures**	**B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.**	**Measure Met? (Yes/No/NA)**	**Comments**
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	
B.3.b	Does the agency's current strategic plan reference EEO/diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	Yes	Please see the Human Capital Strategic Plan in the Federal Sector EEO Portal (FedSep) supporting documents section.

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

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	demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.		
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes	
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	No	Currently the Anti-Harassment Program (AHP) is managed by several individuals and groups as a collateral duty. A full analysis and examination of AHP and its processes and resources is planned for the next fiscal year. Please see Part H of this report.
B.4.a.10	to effectively manage its Reasonable Accommodation Program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	

B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	
Compliance Indicator ⬇ **Measures**	**B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:		For these topics, training for all new supervisors is mandatory, and the Agency offers training on reasonable accommodation, anti-harassment, and a variety of DEIA classes.
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes	
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes	

Compliance Indicator ➡ Measures ⬇	**B.6 – The agency involves managers in the implementation of its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**
B.6.a	Are senior managers involved in the implementation of special emphasis programs? [see MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	Yes	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	

Essential Element C: Management and Program Accountability *This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.*			
Compliance Indicator ➡ Measures ⬇	**C.1 – The agency conducts regular internal audits of its component and field offices.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	NA	no component or field offices
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29	NA	no component or field offices

	CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	NA	no component or field offices
Compliance Indicator ➡️ ⬇️ **Measures**	**C.2 – The agency has established procedures to prevent all forms of EEO discrimination.**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program must have an Effective Anti-Harassment Program (2006)]	Yes	
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	

C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes	
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	No	A total of 55% were completed timely.
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes	
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes	
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes	
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes	within 15 days

C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	Yes	average 17.17 calendar days for decisions
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes	
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	Yes	https://www.dfas.mil/nofearact.html

Compliance Indicator Measures	**C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.**	**Measure Met? (Yes/No/NA)**	**Comments New Indicator**
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes	
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes	

C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes	
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes	

➡️ **Compliance Indicator** ⬇️ **Measures**	**C.4 – The agency ensures effective coordination between its EEO and HR programs.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes	
C.4.d	Does the HR office timely provide the EEO office timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	

C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	
Compliance Indicator ⬇ **Measures**	**C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also *Douglas v. Veterans Administration*, 5 MSPR 280 (1981)]	Yes	
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	NA	
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	NA	no findings
Compliance Indicator ⬇ **Measures**	**C.6 – The EEO office advises managers/supervisors on EEO matters.**	**Measure Met? (Yes/No/NA)**	**Comments**
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please	Yes	Varies among Agency management officials from annually to quarterly to monthly.

	identify the frequency of the EEO updates in the comments column.		
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	

Essential Element D: Proactive Prevention
This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

➡️ **Compliance Indicator** ⬇️ **Measures**	**D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.**	**Measure Met? (Yes/No/NA)**	**Comments**
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	

Compliance Indicator → Measures	**D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	
D.2.b	Does the agency regularly examine the impact of management/ personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program, anti-harassment program, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	Yes	complaint data, employee climate surveys (FEVS and DEOCS)
Compliance Indicator → Measures	**D.3 – The agency establishes appropriate action plans to remove identified barriers.**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes	

D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	
➡️ **Compliance Indicator** ⬇️ **Measures**	**D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities**	**Measure Met? (Yes/No/NA)**	**Comments** **New Indicator**
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	https://www.dfas.mil/nofearact/
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes	
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes	

Essential Element E: Efficiency
This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.

➡️ **Compliance Indicator**	**E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.**	**Measure Met? (Yes/No/NA)**	**Comments**

Measures			
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session**,** pursuant to 29 CFR §1614.105(b)(1)?	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	Yes	In FY22, acceptance letters/dismissal decisions were completed in an average of 10 days, a decrease of 3 days from FY21.
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	In FY22, the Agency further shortened complaint and investigations completion times. The average number of investigation days decreased by 57 days, from an average of 185 days in FY21 to 128 days in FY22. All investigations

			were completed within 180 days. The 18 investigations represent 15 less than the 33 completed in FY21.
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	Yes	
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes	
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	NA	The Agency did not use contractors in this reporting period, but when used, DFAS does hold them to standards of quality through a review of work products.
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes	

Compliance Indicator ⬇ **Measures**	**E.2 – The agency has a neutral EEO process.**	**Measure Met? (Yes/No/NA)**	**Comments Revised Indicator**
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	Office of General Counsel: Administrative and Employment Law Team
E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	Yes	All legal sufficiency reviews are performed by a unit separate from the Litigation Team.
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, *Attaining a Model Agency Program: Efficiency* (Dec. 1, 2004)]	Yes	
Compliance Indicator ⬇ **Measures**	**E.3 – The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.**	**Measure Met? (Yes/No/NA)**	**Comments**

E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	
Compliance Indicator **Measures**	**E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:		
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes	

E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	
→ **Compliance Indicator** ↓ **Measures**	**E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.**	**Measure Met? (Yes/No/NA)**	**Comments**
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	The Agency reviews complaints metrics on a monthly basis and that data is reported to the Deputy Director, Strategy and Support.
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	The Agency participates in DoD EEO and DEIA related meetings where best practices are shared. DFAS adopts some of those practices to enhance its programs.
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes	

Essential Element F: Responsiveness and Legal Compliance *This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.*			
➡️ **Compliance Indicator** ⬇️ **Measures**	**F.1 – The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.**	**Measure Met? (Yes/No/NA)**	**Comments**
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes	
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/ settlement agreements? [see MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes	
➡️ **Compliance Indicator** ⬇️ **Measures**	**F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.**	**Measure Met? (Yes/No/NA)**	**Comments** **Indicator moved from E-III Revised**
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	

F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes	
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	
Compliance Indicator ⬇ **Measures**	**F.3 – The agency reports to EEOC its program efforts and accomplishments.**	**Measure Met? (Yes/No/NA)**	**Comments**
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element B.1.a	The Director, Office of Equal Opportunity Programs (OEOP) is not a direct report to the Agency Head.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
9/30/2020	Ensure compliance with Elijah Cummings Act.	9/30/2022	9/30/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Equal Opportunity Programs	William Bryson	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2022	DFAS continues to review its reporting structure. For now, they will continue to further strengthen reporting relationship, while maintaining benefits of current structure. DFAS is a 4th estate Department of Defense agency under the Office of the Secretary of Defense. The Agency Head reports directly to the Office, Under Secretary of Defense Comptroller. DFAS will follow Departmental direction for implementing any required changes IAW Elijah Cummings Act and the relevant National Defense Authorization Act.	Yes	9/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2022	The EEO Director attends the Agency Head's weekly staff meeting and meets with the Agency Head on a one-on-one basis monthly. They also regularly connect to discuss EEO complaints, findings, and final agency decisions.

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element B.1.a.1	The OEOP Director is not a direct report to the Agency Head. EEO director reporting relationship is to the Deputy Director, Strategy and Support (DDSS), the same director who leads Human Resources, Human Capital, Corporate Communications, Information and Technology, and other strategy and enterprise program offices.

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/1/2018	Ensure the DFAS reporting structure for the EEO program provides the principal EEO official with independence, resources, and appropriate authority to effectively carry out a successful EEO program. Ensure work and communication with Strategy and Support organizations is clear and support is fully provided by mission-related programmatic partners to not only promote the independence of the office but to also assist in all matters relevant to enhancing efforts for the Model EEO Program. Continue to ensure a clear separation of duties between EEO and HR to prevent a conflict of interest. In addition, the DFAS director will continue deliberate approach to releasing messages on the importance of EEO and DEIA principles. This will ensure employees clearly understand her commitment and expectations for all leaders and employees. Also, importantly, while the senior executive	9/30/2022		9/30/2022

	over the EEO office does also have HR as a direct report, he is not included in any conversations on specific EEO Complaints process items. In essence, OEOP has a protective "firewall" which limits discussion in these areas of the office mission to minimize conflict of interest concerns.			

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Equal Opportunity Programs	William Bryson	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2022	DFAS will follow DoD guidance and direction regarding reporting relationship for OEOP Director to Agency Head.	Yes	9/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2022	- The DFAS structure provides monthly direct and "whenever needed" access to the DFAS Director. This provides the principal EEO official with appropriate authority. It also provides the Agency Head with a clear understanding of EEO factors when making organizational decisions. - Coordination and discussion on final agency actions go directly from the OEOP Director to the Agency Director, providing a strong level of independence. - The OEOP Director continues to be a key member of the DFAS formal governance body chartered for discussion and vetting of enterprise-wide programs, identifying opportunities for improvement, evaluating alternatives, assessing risk, and making recommendations for projects, priorities, and initiatives. OEOP also briefed EEO/D&I actions/issues of concern to executives/leaders every month. - The reporting structure to the DDSS is providing significant advantages and a proactive way to acquire additional resources to augment the

OEOP staff and effectively carry out and support all facets of a successful model EEO program.

- The DDSS, who provides oversight to other critical mission-related programmatic offices, has afforded the opportunity for significant collaboration, support, resources, and expertise from other Strategy and Support organizations such as Enterprise Management Services (EMS), Information and Technology, Human Resources, and Human Capital.
- Project Management Professionals and Black Belts from EMS have provided significant resourcing and support to the OEOP in completing numerous EEO and DEIA related projects.

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element B.4.a.9	Pursuant to 29 CFR §1614.102(a)(1), the agency has not allocated sufficient funding and qualified staffing to successfully implement the EEO program, to effectively manage its anti-harassment program.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
06/01/2022	To allocate sufficient funding and resources (qualified staff) to complete harassment inquires in a 10-day deadline.	09/30/2024		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Equal Opportunity Programs	William Bryson	Yes
Director, Human Resources	Kathy Hendrickson	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	Conduct survey aiming to measure inefficiencies, gage the causes of delays or complexities.	Yes		
9/30/2023	Continue to train Inquiry Officials on their role and responsibilities in the harassment investigation process.	Yes		
9/30/2024	Develop a business case for at least two designated full-time inquiry officials.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	Formed an anti-harassment working group consisting of GS-14s and 15s, including the chiefs of staff, EEO Director, Labor and Employee Relations Chief, Agency attorney supporting the Anti-Harassment Program, Deputy EEO Director, EEO Complaints Manager, and Dispute Resolution Office Director.

The working group pinned down the causes of the delays (i.e., conflicts of interest, inquiry official replacement during the inquiry, complex allegations, determining complaints alleging harassment, insufficient training, inexperienced inquiry officials, and other causes). |

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Element C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see *Complainant v. Dep't of Veterans Affairs*, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
9/30/2022	Improve timeliness of harassment case processing and investigations.	9/30/2023		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Equal Opportunity Programs	William Bryson	Yes
Chief, Labor, Management and Employee Relations Policy Office	Amber Kennedy-Miller	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2022	The Agency plans to revise its anti-harassment instruction to provide clarification and guidance concerning these issues.	Yes	9/30/2023	
9/30/2022	The Agency will adjust its Inquiry Official (IO) training on a regular basis to address challenges of this nature that may come up.	Yes	9/30/2023	
9/30/2022	Develop a working group to discuss these issues as they arise. The working group will include multiple high-level officials at the GS14 and 15 levels	Yes	9/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2022	In FY22, the Agency successfully met the 10-day deadline to initiate an inquiry into allegations of harassment in 65% of the cases. This is largely due to the fact that some allegations are not, in fact, allegations of harassment, even though they are labeled as such. Therefore, in some cases, it took the Agency longer than 10 days before deciding to conduct an inquiry into some allegations. Another reason is when the alleged victim claimed that they do not want an inquiry into their allegation, thus, creating confusion.

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

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

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

Statement of Condition that was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Accommodations in Virtual Platforms	462 Report	There are areas of concern addressed regarding accommodations in virtual platform settings.

EEO Group(s) Affected by Trigger

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

Individuals with Disabilities **X**
Individuals with Targeted Disabilities **X**

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	No	
Complaint Data (Trends)	Yes	462 Report
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	Yes	Customers were confused about host responsibilities when obtaining accommodation needs for individuals during virtual events.

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
No procedure exists to ensure employees' accommodation needs are considered prior to hosting a virtual event within the Agency. Individuals can make reasonable accommodation requests for virtual events, but hosts may not be aware of procedures to get accommodations for their event.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Educate the workforce on the procedure for hosting virtual events to make them more accessible (to include, but not limited to closed captioning, requesting a live sign language interpreter, or making slides 508 compliant).	1/15/2022	9/30/2022	Yes		4/19/2022

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Disability Employment Program Manager (DEPM)	Lauren A. Aggen	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
1/15/2022	The DEPM will publish an article within DFAS detailing options for hosting virtual events. This article will have a list of POCs for accommodation requests to include captioning or making PowerPoint slides 508 compliant.	4/19/2022	4/19/2022

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
1/15/2022	The DEPM will add details on hosting virtual events during future reasonable accommodation trainings to supervisors.	9/30/2023	
9/01/2022	The DFAS Advocacy PWD ERG will develop an information sheet for all supervisors regarding accommodation matters for virtual platforms.		4/19/2022

Report of Accomplishments

Fiscal Year	Accomplishments
FY22	An article on accessibility in virtual platforms was published for the workforce to include supervisors on 4/19/2022.

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

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

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

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Self-Identification	B1	Self-Identification of Disability – A total of 682 employees did not self-identify their disability. The percentage of those who did not self-identify increased from FY21 to FY22 by 0.22%.

EEO Group(s) Affected by Trigger

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

EEO Group
Two or More Races Females
Individuals with Disabilities **X**
Individuals with Targeted Disabilities **X**

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Table B1
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	No	

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Some employees with disabilities do not see a benefit in self-reporting a disability. This appears to be an attitudinal barrier. There is also confusion that MyBiz+ only allows self-identification of one disability but not more. Therefore, people who have multiple disabilities are not sure how to respond to the prompt.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
The DEPM will send mass emails to the workforce regarding the importance of self-identification of disabilities.	9/01/2021	9/30/2022		9/30/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Disability Employment Program Manager	Lauren A. Aggen	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/01/2022	The DEPM will publish an article to the workforce regarding the benefits of self-identification.	9/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
FY22	The DEPM sent a mass e-mail to the workforce on self-identification. There was also information on how to self-identify a disability under MyBiz+ during monthly Reasonable Accommodation Training to supervisors.

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

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

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

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Lower-than-expected participation rate of Hispanics and Asians in Workforce, Mission-Critical Occupations and High rate of separations	A1, A4, A6	**Lower-than-expected participation rate of Hispanics and Asians in Workforce** There continues to be low participation rates of Hispanic and Asian males and females in the DFAS workforce. Hispanic males and females fell below the NCLF benchmark by 5.51%, and 4.65%, respectively. Asian males and females also fell below the NCLF benchmark by 0.92% and 0.64%, respectively. **Lower-than-expected participation rate of Hispanics and Asians males and females in Mission-Critical Occupations** Hispanic and Asian male and female participation rates were lower-than-expected when compared to the OCLF in all five mission-critical occupational series: 0201 (Human Resources), 0501 (Financial Administration), 0510 (Accounting), 0511 (Auditing), and 2210 (Information Technology). **High rate of separation compared to new hire and participation rates for Hispanic and Asian males and females** While the participation rate of Hispanic males and females in the total workforce falls below their availability, their rate of voluntary separation continues to be high.

EEO Group(s) Affected by Trigger

EEO Group
All Men
All Women
Hispanic or Latino Males

Hispanic or Latino Females	
White Males	
White Females	
Black or African American Males	
Black or African American Females	
Asian Males	
Asian Females	
Native Hawaiian or Other Pacific Islander Males	
Native Hawaiian or Other Pacific Islander Females	
American Indian or Alaska Native Males	
American Indian or Alaska Native Females	
Two or More Races Males	
Two or More Races Females	
Individuals with Disabilities	**X**
Individuals with Targeted Disabilities	**X**

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The Agency reviewed Tables A1, A4, and A6 to examine the participation of Hispanics and Asians in the workforce and in mission-critical occupations by grade level, and to examine rates of entry and separation to assess progress.
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti- Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	*Hispanic Representation in the Department of Defense Civilian Workforce: Trend and Barrier Analysis*, Santa Monica, Calif.: RAND Corp., RR-1699-OSD, 2017. As of January 16, 2018: https://www.rand.org/pubs/researchreports/RR1699.html EEOC's Report on Hispanic Employment Challenge in the Federal Government (October 2008).
Other (Please Describe)	Yes	✓ Prior MD-715 Reports ✓ FEORP and DVAAP Reports Root Cause Analysis Tree

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	Yes (2015)

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
The Agency EEO Plan was initiated based on the triggers identified and barrier analysis conducted as reported in prior year MD-715 assessments, and it spans multiple reporting periods. Also, as noted in the summary of accomplishments, in FY22 the HABIT continued executing portions of their structured outreach and recruitment plan. Remaining planned activities, related to Hispanic and Asian population engagement and retention of the Hispanic and Asian workforce, continue to be valid and will be carried over into ensuing years with modifications, as appropriate, to reflect changes needed based on what is learned during follow-up analysis.

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Implement strategies to recruit, hire, and retain Hispanics and Asians to increase their participation rate in the DFAS workforce and mission-critical occupations.	02/01/2021	9/30/2022	Yes	9/30/2023	

Responsible Officials

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, OEOP	William Bryson	Y
Deputy Director, OEOP	Cynthia Ice-Bones	Y
Diversity and Inclusion Program Manager	Michelle Lugo	Y
Director, Human Resources	Kathy Hendrickson	Y
Director, Human Capital	Shante Jones	Y

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date	Completion Date (mm/dd/yyyy)
9/30/2021	Develop and implement a formal outreach and recruitment plan to increase participation of Hispanics and Asians in mission-critical occupations and technician levels	9/30/2023	
9/30/2022	Monitor and analyze applicant flow data of Agency's mission-critical occupations	9/30/2023	
9/30/2023	Conduct additional barrier analysis		
9/30/2023	Develop a strategic plan to enhance retention of the targeted population in the workforce		
9/30/2023	Add a diversity and inclusion statement in job announcements		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	In FY22, HABIT continued to partner with internal stakeholders to develop a strategic recruitment and outreach plan designed to target Hispanic and Asian populations. The team analyzed Applicant Flow Data, provided Human Resources a list of recommended educational institutions and H&A affinity organizations to include in their yearly recruitment plan, developed and provided outreach presentations in Spanish and English to better reach the targeted populations and also translated Agency recruitment materials to Spanish to reach out to Hispanic applicants and promote a more inclusive environment. HABIT also published a Daily Business Journal (DBJ) article for the workforce to show the diversity of Hispanics, their professional journey and how they feel included at DFAS. The Agency continued to post direct-hire authority job announcements on the one-grade interval series positions to open additional recruitment opportunities and expand the applicant pool. In FY22, there was a slight increase in Hispanic male and female participation from 1.27% and 1.48% in FY21 to 1.31% and 1.51% in FY22, respectively.

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

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

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

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Awards and recognition disparities by RNO.		**Lower-than-expected dollar amount received in Cash Awards of 501+ compared to White males and females.** This award category is primarily performance-based and calculated using a percentage of base pay. Black males and females have comparatively lower participation in higher-graded positions than White males and females and as such have lower base pay as compared to White males and females, who occupy more positions at higher grade levels and therefore receive higher award amounts. There is a disparity in award amounts by race in some of the mission-critical occupations.

EEO Group(s) Affected by Trigger

EEO Group
All Men
All Women
Hispanic or Latino Males
Hispanic or Latino Females
White Males
White Females
Black or African American Males   **X**
Black or African American Females   **X**
Asian Males
Asian Females
Native Hawaiian or Other Pacific Islander Males

Native Hawaiian or Other Pacific Islander Females	
American Indian or Alaska Native Males	
American Indian or Alaska Native Females	
Two or More Races Males	
Two or More Races Females	

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The Agency reviewed Tables A1, A3, A4, A6, A8, and A9 to examine the participation of Black males and females in the workforce and in mission-critical occupations by grade level as well as their participation in the Awards Program.
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti- Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	Yes	DFAS recognized the need for enhancement of exit interview data upon further review.
Focus Groups	Yes	FY18
Interviews	Yes	Surveys completed in 2020
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM).	Yes	Applicant Data
Other (Please Describe)	Yes	Prior year MD-715 reports and review of demographic information

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
DFAS identified barriers to senior grade levels (GS-12 to SES) based on an analysis of workforce data, and anecdotal data received from focus groups and interviews with Black males and females. As of FY22, DFAS has not yet identified a specific policy, procedure or practice that has been determined to be a barrier or cause for Black males and females receiving cash awards at the same rates as other RNOs. However, the triggers identified will be examined further to identify the specificity of the disparity between grades. It is possible existing grade-related barriers may represent a probable root cause as opposed to a primary issue. Because rating-based awards are often partially calculated based on employee salary, the grade distribution within race, ethnicity and gender may play a significant role in the average award amount. Additional analysis and plans regarding the granting of awards at less-than-expected rates will focus on these factors in FY23.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Analyze workforce data and remove barriers for Black males and females related to awards and its disparities by RNO.	12/20/2022	9/30/2024	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, OEOP	William Bryson	Yes
Deputy Director, OEOP	Cynthia Ice-Bones	Yes

Diversity and Inclusion Program Manager	Michelle Lugo	Yes
Director, Human Resources	Kathy Hendrickson	Yes
Director, Human Capital	Shante Jones	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	Further analyze workforce data related to disparity in Black male and female awards.		
9/30/2024	Develop action plans to address barriers identified.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	N/A

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

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

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

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A1, A4, A6, A7, A8	**Lower-than-expected participation rate in non-supervisory and managerial GS-13 to GS-15 positions.** In FY22, females comprised 58.9% of the DFAS workforce. While 62.83% of the supervisory workforce are female, the proportion of female managers and executives are at 45.4% and 47.2%, respectively. The pipeline to senior positions in the Agency (SES and GS-15) has not seen significant change since FY20. The proportion of GS-15 positions occupied by females decreased from 45.9% in FY21 to 44.8%, while males comprised 55.2%. In GS-14 positions, females comprised 40.9%, as compared to males that comprised 59.1% In GS-13 positions, females comprised 46.6%, as compared to males that comprised 53.4%. **Lower-than-expected dollar amount received in Cash Awards of 501+ compared to males.** The awards category at issue is performance based and calculated by percentage of base pay. In FY22, male employees received higher award amounts than female employees, in the 0510 occupational series. In the 0201, 0501, 0511 and 2210 series, there was no significant difference in award amounts between males and females.

EEO Group(s) Affected by Trigger

EEO Group
All Men
All Women **X**
Hispanic or Latino Males
Hispanic or Latino Females
White Males
White Females

| Black or African American Males |
| Black or African American Females |
| Asian Males |
| Asian Females |
| Native Hawaiian or Other Pacific Islander Males |
| Native Hawaiian or Other Pacific Islander Females |
| American Indian or Alaska Native Males |
| American Indian or Alaska Native Females |
| Two or More Races Males |
| Two or More Races Females |

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The Agency reviewed Tables A1, A4, A6, A7, and A8 to examine the participation of females and their participation rates in the workforce and in mission-critical occupations by grade level as well as their participation in the Awards Program.
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC Women's Working Group Report (Dec 2013)
Other (Please Describe)	Yes	Prior MD-715 reports

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No (further analysis pending)

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
DFAS has not yet identified the specific policy, procedure, or practice determined to be the barrier or cause of lower-than-expected representation of females in non-supervisory and managerial GS-13 to GS-15 level positions.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
The Agency will identify priorities for development of solutions and interventions and will establish them through the barrier analysis process.	1/29/2016	9/30/2018	Yes	9/30/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, OEOP	William Bryson	Yes
Deputy Director, OEOP	Cynthia Ice-Bones	Yes
Diversity and Inclusion Program Manager	Michelle Lugo	Yes
Director, Human Resources	Kathy Hendrickson	Yes
Director, Human Capital	Shante Jones	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2021	Address Merit Promotion and Professional Development elements to enhance diversity. DFAS leadership, OEOP, and Human Resources will partner to seek opportunities and encourage panel member diversity as a part of the existing interview and selection process for promotion and professional development (especially important for GS-13 and up positions). The Agency is also considering further review to strengthen transparency of communication and enhance applicant/ selecting official feedback opportunities.	9/30/2023	
9/30/2022	Barrier Analysis Implementation Plan: • Provide enhanced guidance and support to panel members and selecting officials on diversity in selection process. • Provide supervisors integrated toolkits to gain access to expanded recruiting pools. • Provide guidance to supervisors on biases, reprisal and discrimination that may affect the decision making process.	9/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2022	In FY22, senior leaders led and championed initiatives like the Grow-Mission Integrated Diversity, which focused on creating and identifying actionable goals focused on mentoring and networking, equity in professional development, diversity in merit promotion, and communication (internal and external). In FY22, GMID HR partners developed a supervisor tool kit explaining hiring strategies and authority, and deploy a mentoring module within the Success Factors. GMID also matched 100% of GS-14 succession cycle participants with a mentor, provided mentorship trainings to more than 230 attendees and 30 mentors and established documented and collaborative approach with process partners to generate, analyze and deliver accurate reporting to senior leaders. The Agency is also developing a dashboard that will simplify workforce data analysis and will assist in identifying triggers, and barriers in order to address them promptly. In FY22, OEOP provided training to supervisors, leaders, and HR Specialists on Inclusive Leadership: Understanding Unconscious Bias, Diversity of Thought: Fostering an Inclusive Environment, and Avoiding Reprisal.

MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

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

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

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Lack of new hires in the 0511 occupational series for PWD and PWTD. Also, trigger existed for PWD in the 0510 occupational series.	B Tables	The application rate for PWD and PWTD fell below the 12% and 2% recruitment goal for mission-critical occupation series of 0511 and for 0510 for PWD.

EEO Group(s) Affected by Trigger

EEO Group
All Men
All Women **X**
Hispanic or Latino Males
Hispanic or Latino Females
White Males
White Females
Black or African American Males
Black or African American Females
Asian Males
Asian Females
Native Hawaiian or Other Pacific Islander Males
Native Hawaiian or Other Pacific Islander Females
American Indian or Alaska Native Males
American Indian or Alaska Native Females
Two or More Races Males
Two or More Races Females
Individuals with Disabilities **X**
Individuals with Targeted Disabilities **X**

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	B Tables for Mission Critical Occupations
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti- Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	No	

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
No procedure exists to ensure that the hiring and recruitment of PWD a PWTD exceed the DoD goal for the 0510 and 0511 occupational series.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Monitor DFAS data to keep track of how many PWD and PWTD are hired for series 0201 and 0511. Advise HR they can ask the DEPM to provide Schedule-A resumes.	12/20/2022	9/30/2023	Yes		

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Monitor DFAS data to keep track of how many PWD and PWTD are hired for series 0201 and 0511. Advise HR they can ask the DEPM to provide Schedule-A resumes.	12/20/2022	9/30/2023	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Disability Employment Program Manager	Lauren A. Aggen	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2022	The DEPM will continue to meet with HR to discuss PWD and PWTD recruitment data and identify barriers.		9/30/2022
9/30/2022	OEOP will advise HR they can ask the DEPM to provide Schedule-A resumes. For 0201 and 0511 positions, we will endeavor to train these departments on the use of the Schedule-A hiring authority, and we will advise them they can ask the DEPM for resumes from the Schedule-A database when they have a vacancy. We will educate these departments they can request Schedule-A resumes and add them to the pool of applicants for further evaluation and interviews. We will also educate these departments that obtaining Schedule-A resumes does not mean they must select a candidate without conducting interviews and a resume evaluation.		9/30/2022
9/30/2022	OEOP and HR will deploy the DFAS dashboard to simplify the data analysis.	9/30/2023	
9/30/2023	The DEPM will review and analyze the dashboard data and recommend actions.		

Report of Accomplishments

Fiscal Year	Accomplishments
FY22	The DEPM met with HR to go over the dashboard along with information pertaining to Schedule-A.

MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

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

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

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
There is a lack of PWD and PWTD at higher grades and PWD/PWTD don't get as many cash awards as compared to those with no disability.	B Tables	Triggers exist for PWD and/or PWTD for internal selections for promotion to senior grade levels and new hires to the senior grade levels. Triggers exist for PWD and PWTD in cash awards under $500 and $501 - $5,000.

EEO Group(s) Affected by Trigger

EEO Group
All Men
All Women
Hispanic or Latino Males
Hispanic or Latino Females
White Males
White Females
Black or African American Males
Black or African American Females
Asian Males
Asian Females
Native Hawaiian or Other Pacific Islander Males
Native Hawaiian or Other Pacific Islander Females
American Indian or Alaska Native Males
American Indian or Alaska Native Females
Two or More Races Males
Two or More Races Females
Individuals with Disabilities **X**
Individuals with Targeted Disabilities **X**

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	B Tables
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	No	

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Amount of cash awards are tied to employees' grade levels. The award issue and employees with disabilities at the senior leadership level are intertwined. To resolve this issue, we will be advocating for the Agency to create a mentorship program, mentoring individuals with disabilities at the GS-13 level and above on how to apply for and get selected for senior level positions.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
We will be advocating for the Agency to create a mentorship program, mentoring individuals with disabilities at the GS-13 level and above on how to apply for and get selected for senior level positions. We will also educate senior leadership on the use of the Schedule-A hiring authority to select managers at the GS-13 level and above.	1/15/2022	9/30/2023	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Disability Employment Program Manager	Lauren A. Aggen	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	The Disabilities ERG will host a workshop with a guest speaker who will speak about the importance of having a mentor. A senior leader will also speak at the workshop on mentoring.		
9/30/2023	The DEPM will provide briefings to site directors about promoting and hiring PWD/PWTD at higher grade levels by using Schedule-A.		

Report of Accomplishments

Fiscal Year	Accomplishments
FY22	Recruited a guest speaker to present at DFAS in March 2023 pertaining to the importance of mentorship and disability inclusion.

MD-715 – Part J
Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

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

Section I: Efforts to Reach Regulatory Goals

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

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

      a. Cluster GS-1 to GS-10 (PWD)   Yes 0   No X

      b. Cluster GS-11 to SES (PWD)   Yes 0   No X

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

      a. Cluster GS-1 to GS-10 (PWTD)   Yes 0   No X

      b. Cluster GS-11 to SES (PWTD)   Yes 0   No X

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

The numerical goals are communicated in variety of ways, from various leadership briefings to the Agency SES team to new supervisors during new supervisory training. On a one-to-one basis, the DEPM briefed supervisors regarding goals and opportunities. The DEPM also

informed and counseled recruiters on goals and procedures to facilitate hiring of PWD/PWTD. The DEPM sent an email message to the entire DFAS workforce that communicated the 3% PWTD inclusion goal and asked that employees verify their disability status in their personnel file. Step-by-step directions how to verify disability status in MyBiz+.

Section II: Model Disability Program

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

A. <ins>Plan to Provide Sufficient & Competent Staffing for the Disability Program</ins>

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

<div align="center">Yes X   No 0</div>

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	1			Kara Board, HR Specialist, HR Shared Services, kara.m.board.civ@mail.mil
Answering questions from the public about hiring authorities that take disability into account	1			Lauren A. Aggen, Disability Employment Program Manager, Office of Equal Opportunity Programs, lauren.a.aggen.civ@mail.mil
Processing reasonable accommodation requests from applicants and employees	1			Connie Hoeferkamp, Labor and Employee Relations Specialist, HR Shared Services, connie.s.hoeferkamp.civ@mail.mil
Section 508 Compliance	1			Jaye Miller, DFAS Section 508 Coordinator, Information and Technology, jaye.p.miller.civ@mail.mil

Architectural Barriers Act Compliance	1			Lauren A. Aggen, Disability Employment Program Manager, Office of Equal Opportunity Programs, lauren.a.aggen.civ@mail.mil
Special Emphasis Program for PWD and PWTD			5	Cynthia Ice-Bones, Deputy Director, Office of Equal Opportunity Programs, cynthia.g.ice-bones.civ@mail.mil

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

<div align="right">Yes X   No 0</div>

EEOC Workshop: Employer Challenges and Pitfalls with the ADA, EEOC Workshop: The Great Resignation: Why Are Workers Quitting Their Jobs?, Federally Employed Women Conference, PDF Accessibility Training, Computer Electronic Accommodations Program Training, EEOC Workshop: Creating Equity in the Workplace: LGBTQI+ Discussion with the EEOC

B. Plan to Ensure Sufficient Funding for the Disability Program

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

<div align="right">Yes X   No 0</div>

Section III: Plan to Recruit and Hire Individuals with Disabilities

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

A. Plan to Identify Job Applicants with Disabilities

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

DFAS participates in the WRP and provides recruiters to conduct interviews with students. DFAS hired eleven WRP candidates for a summer internship in 2022. In addition, three WRP interns from FY21 had their internship extended into FY22. A total of five WRP interns accepted a permanent position within DFAS. The DEPM provided an overview about best

practices at the WRP forum in July 2022. DFAS was recognized as outstanding mid-component within DoD supporting WRP efforts in 2022.

DFAS established the Hire a Hero Program because the Agency is committed to providing employment opportunities for men and women who have honorably served in the U.S. Armed Forces. To support this commitment, DFAS uses an applicant supply file that includes 10-point veteran's preference eligible applicants. After a preliminary qualification determination is made, the Agency places applicants in this file as a match for all DFAS specialties and grades for which they are likely qualified. As vacancies occur in these specialties and grades, we can use this file and these possible matches as a means of recruitment using streamlined hiring authorities. DFAS has also established an applicant supply file for Schedule-A eligible applicants. After a preliminary qualification determination is made, the Agency places applicants in this file as a match for all DFAS specialties and grades for which they are likely qualified. As vacancies occur in these specialties and grades, we can use this file and these possible matches as a means of recruitment using streamlined hiring authorities.

DFAS representatives (including the DEPM) participated in virtual career fairs. The Agency hosted personal chat rooms to connect virtually with candidates.

In FY22, DFAS attended to several virtual recruiting events:

DFAS representatives (including the DEPM) participated in virtual career fairs. The Agency hosted personal chat rooms to connect virtually with candidates. An RIT/NTID Career Fair was held on October 6, 2021 where the DPM interviewed 13 candidates. A Bender Virtual Career Fair took place on November 16, 2021 and there was 1018 participants. At the Gallaudet Career Fair on February 23, 2022, the DPM interviewed 3 candidates. On March 3, 2022 there was 285 participants at the State of Indiana Collegiate Talent Search Virtual Career fair. On March 16, 2022 the Diversity and Inclusion Virtual Career Fair was held where there was 1474 participants. The Bender Virtual Career Fair on April 13, 2022 had 1180 participants. DPM interviewed a few candidates at the Institute of Management Accountants (IMA) Career Fair on September 9, 2022. On September 13, 2022 the DPM interviewed a few candidates during the Indiana University- Bloomington Career Fair. There were 689 participants at the Diversity and Inclusion Virtual Career Fair on September 22, 2022.

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

DFAS participates in the WRP and provides recruiters to conduct interviews with students. The Agency hired 11 WRP interns in 2022 and hired five WRP candidates for a full-time position. Additionally, DFAS established a project team consisting of members from OEOP, HR, and Human Capital to increase WRP hiring. The project team conducted outreach and provided informational meetings to key site staff to encourage hiring via WRP. The project team also

conducted searches of the WRP database and provided resumes to site staff with the resumes of highly qualified candidates appropriate to supervisors needs for consideration.

DFAS established the Hire a Hero Program because the Agency is committed to providing employment opportunities for men and women who have honorably served in the U.S. Armed Forces. To support this commitment, DFAS uses an applicant supply file that includes 10-point veteran's preference eligible applicants. After a preliminary qualification determination is made, the Agency places applicants in this file as a match for all DFAS specialties and grades for which they are likely qualified. As vacancies occur in these specialties and grades, we can use this file and these possible matches as a means of recruitment using streamlined hiring authorities. DFAS has also established an applicant supply file for Schedule A eligible applicants. As with the Hire a Hero Program, after a preliminary qualification determination is made, we place applicants in this file as a match for all our specialties and grades for which they are likely qualified. As vacancies occur in these specialties and grades, we use this file and these possible matches as a means of recruitment to streamline hiring.

DFAS also participates in the bi-annual "Bender Virtual Career Fair" for people with disabilities. DFAS hosts personal chat rooms to connect virtually with candidates. Agency representatives chat with many potential candidates during this career fair.

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

HR Staffing performs a preliminary qualification review. Eligibility documentation (e.g., Schedule-A) is also reviewed. Applicants are then placed in an applicant supply file as potential matches for all the specialties (series) and grades for which they are likely qualified.

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

Yes X   No 0   N/A 0

The DEPM incorporated Schedule-A information during the monthly Reasonable Accommodation Training for supervisors. The DEPM also deployed online mandatory training for hiring managers to take on special hiring authorities for people with disabilities that includes information on Schedule-A.

B. Plan to Establish Contacts with Disability Employment Organizations

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

We maintain contact information with the Social Security Administration for the Ticket to-Work Program; State Vocational Rehabilitation Agencies and State Disability Service Agencies; the Department of Labor's Veterans' Employment and Training; and Veteran's Administration Vocational Rehabilitation and Employment Service.

C. Progression Towards Goals (Recruitment and Hiring)

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

    a. New Hires for Permanent Workforce (PWD)   Yes X   No 0
    b. New Hires for Permanent Workforce (PWTD)   Yes X   No 0

New hires of PWD were 6.99% of all new appointments in FY22. New hires of PWTD were 1.88% of all new appointments in FY22.

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

    a. New Hires for MCO (PWD)   Yes X   No 0
    b. New Hires for MCO (PWTD)   Yes X   No 0

A trigger exists for PWD for new hires in the mission-critical occupation of 0510 and 0511.
A trigger exists for PWTD for new hires in the mission-critical occupation of 0511.

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

    a. Qualified Applicants for MCO (PWD)   Yes X   No 0
    b. Qualified Applicants for MCO (PWTD)   Yes X   No 0

Triggers exist for PWD in the mission-critical occupations of 0501 and 0510.
A trigger exists for PWTD in the mission-critical occupations of 0501and 0510.

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

a.	Promotions for MCO (PWD)	Yes X	No 0
b.	Promotions for MCO (PWTD)	Yes 0	No X

> Triggers exist for promotions of PWD in the mission-critical occupations 2210.

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

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

A. Advancement Program Plan

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

> The DFAS Succession program is intended to safeguard the DFAS mission, building leadership continuity and talent from within the Agency. This is accomplished with an annual review of leadership talent through an assessment of leadership competencies, work experience, performance, and professional credentials. The program is now open to all GS-12 supervisors and all GS-13 and above employees. The DFAS Mentoring Program provides career broadening opportunities that are available to employees.

B. Career Development Opportunities

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

> The Agency's primary career development program is the DFAS Career Acclimation Program (DCAP). DCAP is a two-year formal developmental training program for non-supervisory, entry-level personnel into professional and analytical positions typically targeted to GS-9 or GS-11.
>
> The program completion date ends two years from the entry date in the program. Participants are expected to complete the mandatory program requirements within this two-year period. In rare circumstances, if course work and assignments are not completed within two years, the

participant will be granted an extension until their program is successfully completed.

The goal of this program is to enhance technical skills, broaden Agency and organizational awareness, and develop process improvement skills to make mission area improvements by focusing development on learning the job and gaining exposure to related processes and functions.

DFAS also offers the Aspiring Leader Program (ALP). The ALP is as a 2-year, cohort-based program that develops critical leadership competencies for candidates at the GS-11 and GS-12 level. Unlike the DCAP or LIM programs, this program is a competitive program where interested candidates must apply and are selected to be a part of the program.

The basic framework of the ALP includes a training curriculum focused on specific competencies that align with the DoD leadership continuum and address skill gaps that have emerged from interviews with senior agency leaders. Additionally, participants will have learning experiences such as rotations dictated by DFAS needs/mission (with possible rotations to different sites) and exposure to the strategic elements within the Agency, with the goal of preparing the participants for an enterprise-wide perspective. ALP participants will also be required to obtain their Green Belt Certification.

In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

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

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

    a. Applicants (PWD)   Yes 0   No X
    b. Selections (PWD)   Yes 0   No X

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

    a. Applicants (PWTD)   Yes 0   No X
    b. Selections (PWTD)   Yes 0   No X

C. <u>Awards</u>

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

    a. Awards, Bonuses, & Incentives (PWD)   Yes X   No 0
    b. Awards, Bonuses, & Incentives (PWTD)   Yes X   No 0

Triggers exist for PWD in time-off awards of 1-10 time-off awards.

Triggers exist for PWD in time-off awards of 31-40 time-off awards.

Triggers exist for PWD and PWTD in cash awards 500 and under, cash awards $501-$5000, and $5000 or more.

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

    a. Pay Increases (PWD)   Yes 0   No X
    b. Pay Increases (PWTD)   Yes 0   No X

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

a.	Other Types of Recognition (PWD)	Yes 0	No 0	N/A X
b.	Other Types of Recognition (PWTD)	Yes 0	No 0	N/A X

<div style="border:1px solid black"> </div>

D. <u>Promotions</u>

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

   a. SES

i.	Qualified Internal Applicants (PWTD)	Yes 0	No X
ii.	Internal Selections (PWTD)	Yes 0	No X

   b. Grade GS-15

i.	Qualified Internal Applicants (PWTD)	Yes 0	No X
ii.	Internal Selections (PWTD)	Yes X	No 0

   c. Grade GS-14

i.	Qualified Internal Applicants (PWTD)	Yes 0	No X
ii.	Internal Selections (PWTD)	Yes X	No 0

   d. Grade GS-13

i.	Qualified Internal Applicants (PWTD)	Yes 0	No X
ii.	Internal Selections (PWTD)	Yes 0	No X

GS-15: This comparison is deceiving because while the number of internal selections was 0 for PWD, there was in total only one grade 15 internal selection.
GS-14: The comparison is deceiving because while the number of internal selections was 0 for PWD, there was in total only three grade 14 internal selection.

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

    a. SES

i.	Qualified Internal Applicants (PWTD)	Yes 0	No X
ii.	Internal Selections (PWTD)	Yes 0	No X

    b. Grade GS-15

i.	Qualified Internal Applicants (PWTD)	Yes 0	No X
ii.	Internal Selections (PWTD)	Yes X	No 0

    c. Grade GS-14

i.	Qualified Internal Applicants (PWTD)	Yes 0	No X
ii.	Internal Selections (PWTD)	Yes X	No 0

    d. Grade GS-13

i.	Qualified Internal Applicants (PWTD)	Yes 0	No X
ii.	Internal Selections (PWTD)	Yes 0	No X

GS-15: This comparison is deceiving because while the number of internal selections was 0 for PWTD, there was in total only one grade 15 internal selection.

GS-14: The comparison is deceiving because while the number of internal selections was 0 for PWTD, there was in total only three grade 14 internal selection.

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

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

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

a.	New Hires to SES (PWTD)	Yes 0	No X

b. New Hires to GS-15 (PWTD)   Yes 0   No X

c. New Hires to GS-14 (PWTD)   Yes 0   No X

d. New Hires to GS-13 (PWTD)   Yes X   No 0

At the GS-13 level, no qualified PWTD applicants were selected as compared to those with no disability at 77.42% selection rate.

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5. Does your agency have a trigger involving <u>PWD</u> among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

    a. Executives
        i. Qualified Internal Applicants (PWD)   Yes 0   No X
        ii. Internal Selections (PWD)   Yes X   No 0

    b. Managers
        i. Qualified Internal Applicants (PWD)   Yes 0   No X
        ii. Internal Selections (PWD)   Yes 0   No X

    c. Supervisors
        i. Qualified Internal Applicants (PWD)   Yes 0   No X
        ii. Internal Selections (PWD)   Yes 0   No X

Executives: Four executives were promoted but none were PWD.

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6. Does your agency have a trigger involving <u>PWTD</u> among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

    a. Executives
        i. Qualified Internal Applicants (PWTD)   Yes 0   No X
        ii. Internal Selections (PWTD)   Yes X   No 0

    b. Managers
        i. Qualified Internal Applicants (PWTD)   Yes 0   No X
        ii. Internal Selections (PWTD)   Yes X   No 0

c. Supervisors
   i. Qualified Internal Applicants (PWTD)   Yes 0   No X

d. Executives
   iii. Qualified Internal Applicants (PWTD)   Yes 0   No X
   iv. Internal Selections (PWTD)   Yes X   No 0

e. Managers
   iii. Qualified Internal Applicants (PWTD)   Yes 0   No X
   iv. Internal Selections (PWTD)   Yes X   No 0

f. Supervisors
   ii. Qualified Internal Applicants (PWTD)   Yes 0   No X
   iii. Internal Selections (PWTD)   Yes 0   No X

Executives: Four executives were promoted but none were PWTD.

Managers: Eleven managers with no disability were promoted but zero PWTD managers were promoted.

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

   a. New Hires for Executives (PWD)   Yes 0   No X

   b. New Hires for Managers (PWD)   Yes 0   No X

   c. New Hires for Supervisors (PWD)   Yes X   No 0

There was one PWD hired for supervisory position compared to five employees who were hired with no disability.

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

   a. New Hires for Executives (PWTD)   Yes 0   No X

   b. New Hires for Managers (PWTD)   Yes 0   No X

   c. New Hires for Supervisors (PWTD)   Yes X   No 0

Section V: Plan to Improve Retention of Persons with Disabilities

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There were no PWTD hired for supervisory position compared to five employees who were hired with no disability.

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

A. Voluntary and Involuntary Separations

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

   Yes X   No 0   N/A 0

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

   a. Voluntary Separations (PWD)   Yes 0   No X

   b. Involuntary Separations (PWD)   Yes 0   No X

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

   a. Voluntary Separations (PWTD)   Yes X   No 0

   b. Involuntary Separations (PWTD)   Yes 0   No X

   Possibly related to difficulty getting to work or medical complications, there was a higher number of PWTD choosing to separate voluntary.

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

PWD and PWTD left due to personal reasons according to exit surveys.

B. <u>Accessibility of Technology and Facilities</u>

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

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

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

An individual experiencing difficulties accessing content on a DFAS website may submit a DoD Section 508 Form at the website below.

http://dodcio.defense.gov/DoDSection508/Section508Form.aspx

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

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https://www.dfas.mil/nofearact/

This link is to the DFAS Reasonable Accommodation instructions. These instructions contain guidance on how to initiate an EEO discrimination complaint with the Agency.

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

The DEPM and Section 508 Program Coordinator attended Change Control Board (CCB) meetings in a proactive attempt to ensure matters related to accessibility were considered when making changes to the IT infrastructure. The CCB is the approval authority for all proposed change requests pertaining to the Agency's IT infrastructure. DFAS established a Section 508 ICT Accessibility Team. The purpose of this team is:

- To assist the Accessibility Team Chair in implementing 508 standards through the maintenance of the Section 508 policy by keeping abreast of industry best practices and considering them during the revision of the policy.

- To provide governance for the DFAS Section 508 program.

- To be a liaison for each Agency directorate or section by bringing issues, complaints, or problems into the limelight and to disseminate information to management.

The DEPM is engaged in meetings regarding updated changes that will be made to the main entrance at the Indianapolis site.

DFAS will recruit members for the DFAS Advocacy PWD ERG. This ERG will advise management on matters affecting employment of PWD, to include accessibility of Agency facilities and technology.

DFAS will try to obtain a contract to cover JAWS scripting and a centralized CART services contract (real-time captioning for deaf and hard of hearing employees).

C. <u>Reasonable Accommodation Program</u>

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

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

The average processing time for reasonable accommodation requests in FY22 was 21.44 calendar days.

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

DFAS continues to maintain a full-time ASL interpreting staff at 4 of its 5 main sites.

D. Personal Assistance Services Allowing Employees to Participate in the Workplace

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

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

The process for requesting PAS was included in the revised DFAS Reasonable Accommodation Instruction, DFAS 1020.1-I. No requests for PAS were made in FY22.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint Data involving Harassment

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

<div align="right">Yes X   No 0   N/A 0</div>

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

<div align="right">Yes X   No 0   N/A 0</div>

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

Total of 23 complaints filed in FY 22 at DFAS. Out of the 23 cases, 8 PWD filed alleging harassment (34.78%).

Removal of Letter of Warning.

B. EEO Complaint Data involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

<div align="right">Yes 0   No X   N/A 0</div>

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

<div align="right">Yes X   No 0   N/A 0</div>

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

Monetary Settlement Agreement

Section VII: Identification and Removal of Barriers

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

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

<div align="right">Yes 0   No X</div>

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

<div align="right">Yes X   No 0   N/A 0</div>

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

Trigger 1	There are 0 PWTD in series 0511
Barrier(s)	An examination of established Agency regulations does not reflect that the existing policy creates a barrier for individuals with disabilities.
Objective(s)	Analyze avenues to increase PWTD in series 0511.

Responsible Official(s)	**Performance Standards Address the Plan?** **(Yes or No)**
Lauren A. Aggen, Disability Employment Program Manager	No

Barrier Analysis Process Completed? **(Yes or No)**	**Barrier(s) Identified?** **(Yes or No)**
Yes	No

Sources of Data	**Sources Reviewed?** **(Yes or No)**	**Identify Information Collected**
Workforce Data Tables	Yes	Looked at data of the employees at issue. Range in grade from GS-07 to SES. Analyze which sites the employees are at.
Complaint Data (Trends)		
Grievance Data (Trends)		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)		
Exit Interview Data		
Focus Groups		
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)	Yes	Reviewed requirements for 0511 series. Read the Schedule-A listing and 0511 roadmap.

Target Date	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date	Completion Date
9/30/2022	Send self-identification email to 0511 management to target their area. Reach out to the GS-15s and SES at said department and encourage them to make use of Schedule A or/and WRP.	Yes		09/30/2022

Fiscal Year	Accomplishments
2022	Percentage of PWTD in series 0511 increased from FY21 to FY22.

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

Not applicable

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

In FY 23, there has been an increase of PWTD in series 0511.

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

Not applicable.