



ARMY NATIONAL MILITARY CEMETERIES EQUAL EMPLOYMENT OPPORTUNITY PROGRAM STATUS REPORT

**EQUAL EMPLOYMENT OPPORTUNITY
COMMISSION MANAGEMENT DIRECTIVE 715
FISCAL YEAR 2023**

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ARMY NATIONAL MILITARY CEMETERIES MODEL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM STATUS REPORT: FISCAL YEAR 2023

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Parts A–D: Agency Identifying Information

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

For period covering October 1, 2022 to September 30, 2023.

PART A: Department or Agency Identifying Information

Agency	Army National Military Cemeteries
Address	1 Memorial Drive
City, State, Zip Code	Arlington, VA 22211-5003
CPDF Code	ARAN
FIPS code(s)	8840

PART B: Total Employment

Temporary Workforce	0
Employees Paid from Non-Appropriated Funds	0
TOTAL EMPLOYMENT	199

PART C.1: Head of Agency and Head of Agency Designee

Leadership	Name	Title
Head of Agency	Karen L. Durham-Aguilera	Executive Director
Head of Agency Designee	N/A	

PART C.2: Agency Official(s) Responsible for Oversight of EEO Programs

Name	EEO Program Staff Title	Occupational Series/Pay Plan & Grade	Email Address
Charles A. Brooks	EEO Director/ Affirmative Employment Program Manager	0260	Charles.a.brooks36.civ@army.mil
Juan L. Torres	Disability Program Manager (DPM) /Diversity & Inclusion Officer	0260	Juan.l.torres.civ@army.mil
Leonard V. Starr	Complaint Processing/ Special Emphasis Program Manager (SEPM)	0260	Leonard.v.starr.civ@army.mil

PART D.1: List of Subordinate Components Covered in this Report

N/A

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

Did the agency submit the following documents	Please respond Yes or No	Comments
Organizational Chart	Yes	
EEO Policy Statement	Yes	
Strategic Plan	Yes	
Anti-harassment Policy and Procedures	Yes	
Reasonable Accommodations Procedures	Yes	
Personal Assistance Services Procedures	Yes	
Alternative Dispute Resolution Procedures	Yes	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individual with Disabilities under Executive Order 13548	Yes	
Diversity and Inclusion Plan under Executive Order 13583	No	Completion date: NLT September 30, 2024
Diversity Policy Statement	Yes	
Human Capital Strategic Plan	Yes	
EEO Strategic Plan	No	Completion date: NLT September 30, 2024
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Yes	

Part E: Executive Summary

MD-715 PART E	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Army National Military Cemeteries	For period covering October 1, 2022, to September 30, 2023

Part E.1: Agency Mission and Leadership

Introduction

This report provides a comprehensive look into data on the command's Civilian population compared to the National Civilian Labor Force (NCLF)¹; an overview of challenges that could derail progress towards attaining a model EEO program; detailed action plans to address identified deficiencies; and accomplishments/best practices in EEO, diversity, equity, inclusion, accessibility, and human resources.

Organization and Mission

The Army National Military Cemeteries (ANMC), consisting of Arlington National Cemetery in Arlington, Virginia, and Soldiers' and Airmen's Home National Cemetery in Washington, DC, is under the jurisdiction of the Department of the Army. Arlington National Cemetery (ANC) represents the American people for past, present, and future generations by laying to rest those few who have served our nation with dignity and honor while immersing guests in the cemetery's living history. ANC conducts between 27 and 30 funeral services each weekday and between six and eight services on Saturday. More than

¹ The NCLF is defined as those occupations in the national labor market (non-institutionalized individuals 16 years of age or older, employed, or unemployed, U.S. citizens and non-U.S. citizens) that are directly comparable or relevant to occupations at the Department of the Army.

3,000 ceremonies and memorial services also take place at the cemetery each year, including national observances for Memorial Day and Veterans Day held at the Memorial Amphitheater. Since May 1864, ANMC has continuously interred or inurned over 400,000 people with honor in this sacred place, which has become a national shrine. More than three million people visit the cemetery annually. The ANMC mission statement can be found on our web site at www.arlingtoncemetery.mil.

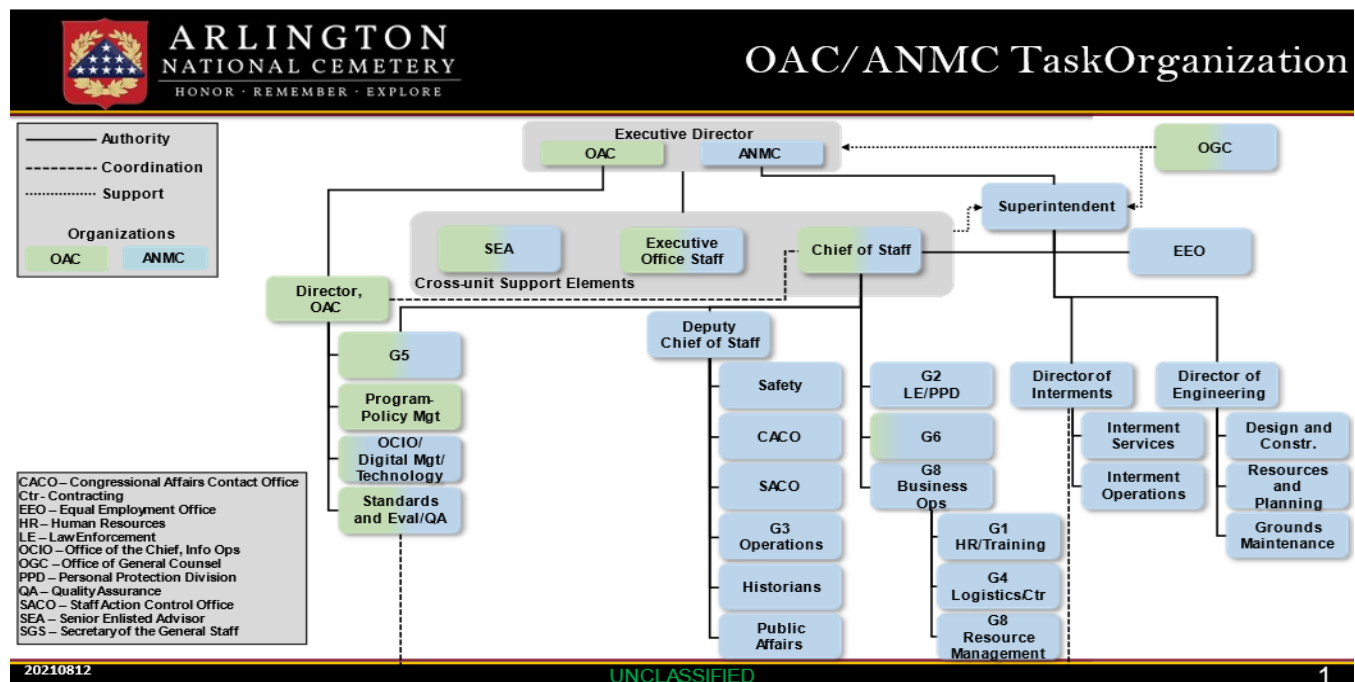
Principal Equal Employment Opportunity Official

ANMC's mission for EEO is to provide leadership, direction, and guidance to plan, implement, and develop command-wide strategies and activities required to ensure that the command complies with federal law, statutes, regulations, and policies that support federal civil rights requirements to implement the model Equal Employment Opportunity (EEO) program.

The primary goal of the ANMC EEO program is to align ANMC Diversity efforts to comply with Equal Employment Opportunity Commission (EEOC), Office of Personnel Management (OPM), Department of Defense (DoD), and Army strategic objectives, assessments, and reporting requirements in addition to maintaining a discrimination-free workplace. The EEO Supervisor is responsible for providing technical assistance, guidance, direction, and advice to ANMC Leadership and is responsible for maintaining and promoting an affirmative employment program throughout ANMC. The EEO Supervisor leads in reviewing, revising, and developing policies and programs that are necessary to promote a work environment in which all employees and applicants for employment at ANMC experience fair and equitable treatment.

ANMC leadership is committed to the EEO Mission in promoting, supporting, and institutionalizing EEO in the workplace through compliance and applicable laws. ANMC Leadership is committed to the Diversity Mission and works closely with the EEO Director and G-1 to ensure that ANMC is developing and implementing a strategy that contributes to mission readiness while transforming and sustaining ANMC as a national leader in diversity.

Organization Chart



Part E.2: The Six Essential Elements of a Model EEO Program

Part G Elements (See Form G table)	FY2021	FY2022	FY2023	Change from FY22
A. Demonstrated commitment from agency leadership	100%	100%	100%	0%
B. Integration of EEO into the agency's strategic mission	75%	87%	100%	13%
C. Management and program accountability	88%	93%	100%	7%
D. Proactive prevention of unlawful discrimination	79%	71%	100%	29%
E. Efficiency	96%	89%	100%	11%
F. Responsiveness and legal compliance	91%	100%	100%	0%

Table 4 Army Components' MD-715 Self-Assessment

A. Demonstrated Commitment of Agency Leadership

The ANMC Executive Director issued the organization's EEO Policy Statement to all employees on December 28, 2023. The statement served to reaffirm the leadership's commitment to EEO and to a workplace free of discrimination. The Agency posted the statements on its public internet website. Throughout FY23, the EEO Staff provided progress reports to senior leadership on EEO activities and initiatives.

Strengths

- During the onboarding process, new employees are provided with the EEO policies and brief on the EEO Program to include complaints process, Reasonable Accommodation Procedures and the how a hostile work environment effects the organizational workplace and mission.
- Managers, supervisors, and employees continue to utilize the EEO Staff as a resource to resolve EEO related issues at the lowest level.

Deficiencies (No Significant deficiencies)

B. Integration of EEO into the Agency's Strategic Mission

ANMC integrated EEO into its strategic mission through the support of organizational leadership and their engagement in the EEO program. The EEO Director is a member of the organization's senior leadership cadre, and, at senior level meetings, the EEO Director discussed EEO issues, advised senior leadership (including the Executive Director) on EEO matters, and requested that senior leadership engage in EEO activities, which they did. There was sufficient budgeting and resourcing available to support the EEO Program and its Staff's professional growth. During FY23 EEO Staff members attended EEO related webinars and virtual/TDY professional development training. Several functions within EEO align with the organization's FY23 Objectives, Priority 1 (People): "People are at the heart of everything we do"; Objective 1.5, Establish mechanisms to emphasize Diversity, Equity, & Inclusion practices and address challenges.

Strengths

- Formal/informal collaboration efforts between AMNC HR and EEO Staff.
- Managers/Supervisors being consulted on EEO matters in a timely manner.
- EEO Office reviews interview questions and participates in observances of hiring panels to ensure interviews and hiring practices were fair and consistent
- EEO support, resourcing, and staffing.
- During the onboarding process, new employees are provided with the EEO policies and briefed on the EEO Program to include; complaints process, Reasonable Accommodation procedures.
- Completed Barrier Analysis Training for Managers/Supervisors on March 3, 2022. Refresher training scheduled for 27/28 February 2024.

Deficiencies

- The Anti-Harassment Program is currently under the purview of the DASA-CP office. The EEOC-approved policy is being staffed for SA signature and Army-wide distribution and implementation (B.4.a.9). ANMC's Anti-Harassment Program is currently structured and staffed by HR and a draft organization Harassment Prevention and Response policy is pending authority to release by DASA-CP.

C. Management and Program Accountability

The EEO Office remained clear in its messaging to organizational management on their responsibilities to support the EEO Program. The organization's leadership and management were informed on the Agency's EEO Program activities and offered opportunities to actively participate in activities, which included training sessions, advisement, and presentations on workplace demographics. Other ways management and program accountability was demonstrated include the following:

- In FY23, 164 ANMC employees (Attendees; 129 Non-Supervisors and 35 Supervisors) completed online/virtual EEO Anti-harassment and No Fear Training.
- EEO/HR Staffs conducted three (3) EEO/HR training sessions specifically tailored for Supervisors/Managers (Trained: 45 of 45 Supervisors). This included all military and civilian supervisors assigned at that time.
- A total of 18 Reasonable Accommodation (RA) Requests processed for FY23 within the time frames identified in RA Procedures, 90% of those processed RAs were accepted by the requestor (includes alternatives that were accepted by the requester).
- ANMC Special Emphasis Program Manager in conjunction with the EEO/HR offices plan, coordinated and facilitated four significant program events:
 - Black History Month 2023: Tours for workforce employees to the National Museum of African American History and Culture and an African American Food Sampling.
 - Hispanic Heritage Month 2023: ANMC Hispanic Heritage Food Sampling and Social.

- National Disability Employment Awareness Month and Special Observance, October 2022: Guest Speaker COL (R) Gadson a Wounded Warrior and veteran.
- Women's History Month Observance March 29, 2023: ANMC historians provided a brief talk at gravesite of Mrs. Helen "Nellie" Taft and highlight the work she did to further women's rights and the lasting mark she made on the Washington DC area.

Strengths

- Experienced and fully staffed EEO/HR Offices.
- No findings of discrimination in FY23.
- HR updated the exit survey to include questions on diversity and inclusion, recruitment of persons with disabilities, and hiring strategies.
- HR Recruitment/Special Emphasis Program collaboration efforts to coordinate recruiting, hiring, retention events (28 events conducted/attended in FY23; ANMC Job Fair scheduled for February 2024).

Deficiencies (No significant deficiencies)

D. Proactive Prevention of Unlawful Discrimination

The EEO Policy Statement released December 2023, reiterated the organization's unequivocal commitment to a workplace free of discrimination and to the principles of EEO. The organization fully complied with the Army's mandate for all employees to complete No FEAR training. Senior management issued weekly updates in advance of the No FEAR Act training deadlines that reminded employees to complete the mandatory training. The Agency finished with an 85% completion rate. ANMC also required all newly hired employees to complete the No FEAR training within their first 90 days of employment at the Agency. Additional proactive prevention efforts included:

- The organization posted Reasonable Accommodation on its internal SharePoint to provide additional information to workforce employees. The information provides Reasonable Accommodation Procedures explaining the request process and who can provide it.
- EEO/HR trained supervisors and managers (three (3) total sessions) on the procedures associated with providing accommodations to qualified Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD).
- EEO Office established and conducted weekly engagements across the workforce in order to promote awareness, ensure that employees knew what EEO resources were available, and resolve EEO related issues at the lowest level (if required). During FY23 there a total of 93 engagements between workforce employees and EEO Staff members.

Strengths

- Organization-wide EEO training for all staff.
- EEO Staff conducting engagements with all levels of the workforce.
- HR's usage of exit surveys to and enhance the recruitment of persons with disabilities and refine hiring strategies.

- Managers/Supervisors understanding the vital role they play in the Reasonable Accommodation process.
- EEO Office issued statements regarding relevant special observance months to educate employees on various cultures.

Deficiencies (No significant deficiencies)

E. Efficiency

During this reporting period, the EEO Office experienced success in the processing of its pre-complaints. In particular, there were a total of five (5) pre-complaints processed. The resolution rate was 60% for FY23. Pursuant to EEOC's management guidance, the EEO Office continued to place great emphasis on resolving complaints at the lowest levels possible. To that end, practices remained in place to make certain that the ANMC EEO Staff possessed the necessary tools and skill sets to determine whether an informal complaint was ripe for resolution. The EEO Office expects this trend to continue for years to come. Due to the success of its informal resolution program, only one individual filed two (2) formal EEO complaints in FY23. This formal complaint was processed pursuant to EEOC regulations and Management Directive 110. The organization continues to utilize Department of Defense's Investigations and Resolutions Case Management System (IRCMS) to track investigations to reduce processing times and decrease the number of untimely investigations. In FY23, a total of 19 RA Requests were processed within the time frames identified in RA Procedures, 90% of those processed RAs were accepted by the requestor (includes alternatives that were accepted by the requester).

Strengths

- iComplaints EEO Case Management System will soon be converted over to a new system, Entellitrak (ETK) EEO Case Management System. Significance: one of the few Headquarters Department of the Army Sub Agencies (Organization) that currently have a staff member with experience utilizing the system.
- Command promotes early resolution of complaints and the use of alternative dispute resolution (ADR) as an option to its traditional administrative EEO process. The commitment to ADR is communicated to employees through the intranet, training, and during individual meetings with parties seeking assistance from EEO.
- Distinct separation between the EEO Complaint Program and the Employee Labor Relations.

Deficiencies (No significant deficiencies)

F. Responsiveness and Legal Compliance

The ANMC EEO Office remained focused on compliance with EEOC regulations, policies, and directives. The EEO Staff managed and tracked all EEO matters to ensure timely processing and efficient processing. Mechanisms were put in place to ensure that complainants and responsible management officials were made aware of their responsibilities and obligations and knew the various steps of the administrative process.

Strengths

- Complaint processing, in FY23, ANMC successfully processed 100% of informal cases and formal complaints within regulatory time frames.

- Compliance with EEO laws, EEOC directives, and Army regulations, policy guidance, and other written instruction as it relates to processing complaints.

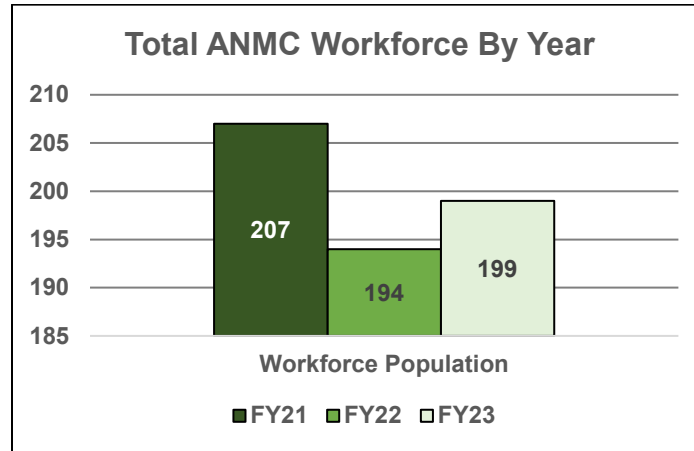
Deficiencies (No significant deficiencies)

Summary: Overall, ANMC remains committed to developing and maintaining a model EEO program. Senior leaders support the EEO Office by including staff in strategic planning, policy review, and climate assessments. As ANMC continues to strive for a model program, more barrier analysis will need to be conducted and resources devoted to the EEO Office to ensure compliance with Anti-Harassment, Special Emphasis Program, and Reasonable Accommodation. As a new program for ANMC, preliminary steps are being taken to support the development of the EEO Office and programs; however, complaint processing has remained timely for the second fiscal year and is likely to remain as such.

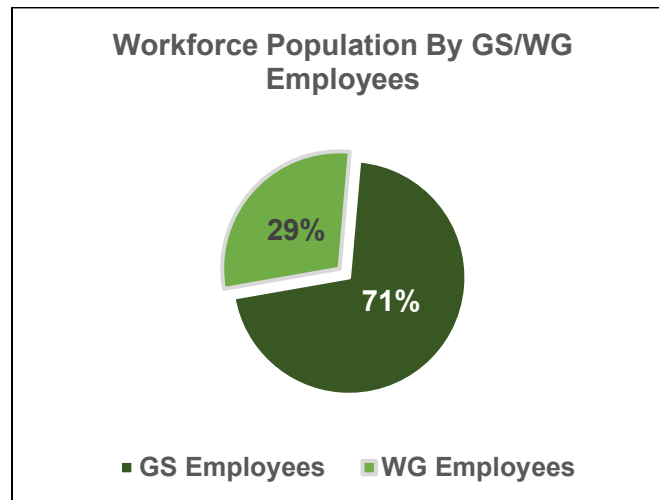
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Part E.3: Workforce Analysis

During the FY23 period, reporting ANMC had 199 total/permanent employees. Total workforce number increased by five (5) employees from FY2022 to FY2023. The ANMC FY23 workforce composition is of 75% (151) male and 24% (48) female.



- Three-year total workforce trend shows slight fluctuation in employment numbers. FY21 to FY22 had a 6.28% (13) employee decrease, while FY22 to FY23 employees increased by 2.58% (5).
- In FY23, six (6) groups exceeded their National Civilian Labor Force (NCLF) indicators, and ten (10) groups were below. The group with consistent low participation rates in the ANMC workforce is females.



- Because of its unique mission, ANMC's workforce consist of both General Scheduled (GS) and Wage Graded (WG) employees. Out of the 199 employees for FY23, 70.85% (141) or GS employees and 29.14% (58) or WG employees.
- During FY23 ANMC had 58 of its 76 WG positions filled.

FY22 and FY23 Total Workforce by Ethnicity Race and Identification (ERI) and Gender Comparison to NCLF

Workforce Population	NCLF	FY22	FY23	Net Change
Males	51.80%	74.22%	75.87%	4.86%
Females	48.20%	25.77%	24.12%	-4.00%
Hispanic/Latino M	6.80%	1.54%	4.02%	166.66%
Hispanic/Latino F	6.20%	3.60%	4.02%	14.28%
White M	35.70%	44.84%	44.22%	1.14%
White F	31.80%	12.88%	12.56%	0.00%
Black/African American M	5.70%	23.19%	23.11%	2.22%
Black/African American F	6.60%	7.21%	7.03%	0.00%
Asian M	2.20%	2.06%	2.01%	0.00%
Asian F	2.20%	0.51%	0.00%	-100%
Native Haw/Pacific Island M	0.10%	0.51%	0.50%	0.00%
Native Haw/Pacific Island F	0.10%	0.00%	0.00%	0.00%
American Indian/Alaskan Native M	0.30%	1.03%	1.50%	50%
American Indian/Alaskan Native F	0.30%	0.00%	0.00%	0.00%
Two or More Races M	1.00%	1.03%	0.50%	-50%
Two or More Races F	1.10%	1.54%	0.50%	-66.66%

**Illustrates the population for ANMC's GS and WG employees.*

- In FY23 the respective participation rates were below the NCLF benchmark in the race/ethnicity and sex categories revealed underrepresentation in Females, Hispanic/Latino Males/Females, White Females, Asian Males/Females, Native Haw/Pacific Islander Females, American Indian/Alaskan Native Females, and Two or More Race Males/Females.
- Underrepresented numbers can be attributed to employees not appropriately self-identifying and the National Civilian Labor Force benchmark not being obtainable for some race/ethnicities due to a small workforce with limited positions.
- The top three (3) employment groups by race/ethnicity and sex are White Males, Black/African American Males and White Females. The bottom three (3) are Asian Females, Native Haw/Pacific Island Females, and American Indian/Alaskan Native Females.

Disability Workforce in Comparison to 501 Goals

Disability Workforce Population	501 Goal	FY22	FY23	Net Change
Person w/ Disability (PWD)	12%	13.40%	15.80%	15.38%
Person w/ Targeted Disability (PWTD)	2%	6.18%	6.53%	8.33%

**Illustrates the population for ANMC's GS and WG employees.*

- No triggers exist in Persons with Disabilities (PWD) or Persons with Targeted Disabilities (PWTD) using the goals of 12% and 2% as benchmarks.

Senior Grade Salary Distribution

Workforce Population	NCLF	GS13	GS14	GS15
Males	51.80%	67.56%	66.66%	60.00%
Females	48.20%	32.43%	33.33%	40.00%
Hispanic/Latino M	6.80%	8.10%	0.00%	0.00%
Hispanic/Latino F	6.20%	8.10%	6.66%	0.00%
White M	35.70%	43.24%	40.00%	40.00%
White F	31.80%	16.21%	20.00%	20.00%
Black/African American M	5.70%	10.81%	26.66%	20.00%
Black/African American F	6.60%	8.10%	6.66%	0.00%

Asian M	2.20%	5.40	0.00%	0.00%
Asian F	2.20%	0.00%	0.00%	0.00%
Native Haw/Pacific Island M	0.10%	0.00%	0.00%	0.00%
Native Haw/Pacific Island F	0.10%	0.00%	0.00%	0.00%
American Indian/Alaskan Native M	0.30%	0.00%	0.00%	0.00%
American Indian/Alaskan Native F	0.30%	0.00%	0.00%	0.00%
Two are More Races M	1.00%	0.00%	0.00%	0.00%
Two are More Races F	1.10%	0.00%	0.00%	20.00%

**Only illustrates the population for ANMC's GS employees.*

- Participation rates were below the NCLF benchmark in the Senior Grade Salary Distribution according to race/ethnicity and sex categories revealed underrepresentation in total female in grade levels GS13-15.
- There was no representation for Hispanic or Latino males at the GS-14 and 15 and Hispanic females GS-15, Black or African American Females GS-15, Asian males GS-14 and GS-15, and Two or More Races females GS-13. Underrepresentation of these groups are highlighted.
- There was no representation in salary levels GS-13 through 15 for Asian females, Native Hawaiian Pacific Islander, American Indian/Alaskan Native males/females, and Two or More Races males. Underrepresentation of these groups are highlighted.
- A lack of representation in GS-14 through 15 can be attributed to limited senior level positions within the organization and employee self-identification.

Senior Grade Disability Salary Distribution

Disability Workforce Population	501 Goal	GS13	GS14	GS15
Person w/ Disability (PWD)	12%	16.21%	26.60%	40.00%
Person w/ Targeted Disability (PWTD)	2%	8.10%	13.30%	0.00%

**Only illustrates the population for ANMC's GS employees.*

- No triggers were identified for PWD using the 501 benchmark goals of 12% for PWD at Senior Grade Disability Salary Levels GS-13 through 15.
- A trigger was identified in the category for PWTD at the GS-15 Grade level using the 2% benchmark. PWTD had no representation in comparison to the 501 goals.

FY23 Applicant Flow Data by ERI and Gender

Percentage of Applicants is compared to the NCLF percentage to determine triggers.

New Hires	NCLF	Applicants	Qualified	Referred	Selected
Males	51.80%	69.89%	19.95%	9.81%	2.11%
Females	48.20%	30.10%	8.69%	2.11%	0.44%
Hispanic/Latino M	6.80%	10.14%	2.56%	1.44%	0.55%
Hispanic/Latino F	6.20%	2.45%	1.00%	0.33%	0.11%
White M	35.70%	18.28%	5.57%	3.12%	0.89%
White F	31.80%	7.02%	2.67%	0.44%	0.22%
Black/African American M	5.70%	33.89%	9.69%	4.01%	0.55%
Black/African American F	6.60%	18.61%	4.68%	1.22%	0.11%
Asian M	2.20%	3.79%	1.11%	0.78%	0.00%
Asian F	2.20%	1.11%	0.22%	0.11%	0.00%
Native Haw/Pacific Island M	0.10%	0.78%	0.22%	0.00%	0.00%
Native Haw/Pacific Island F	0.10%	0.11%	0.00%	0.00%	0.00%
American Indian/Alaskan Native M	0.30%	0.44%	0.33%	0.22%	0.11%

American Indian/Alaskan Native F	0.30%	0.11%	0.00%	0.00%	0.00%
Two or More Races M	1.00%	0.44%	0.22%	0.00%	0.00%
Two or More Races F	1.10%	0.55%	0.00%	0.00%	0.00%

**Illustrates the applicants for GS and WG employees.*

- The participation rate for applicants in the following groups is below the NCLF percentage: All Females; Hispanic Females; White Males/Females; Asian Females; American Indian/Alaskan Native Females; and Two or More Races Males/Females.

FY23 Disability Applicant Flow Data

Disability Workforce Population	501 Goal	Applicants	Qualified	Referred	Selected
Person w/ Disability (PWD)	12%	6.35%	1.33%	0.55%	0.22%
Person w/ Targeted Disability (PWTD)	2%	3.56%	0.78%	0.33%	0.22%

**Illustrates the applicants for GS and WG employees.*

- A trigger was identified in the applicant percentage for PWD using the 12% benchmark. No triggers identified for PWTD.

FY23 Total Workforce Award Distribution

In FY23 there were a total of 258 awards distributed across the ANMC Workforce.

Workforce Population	WF %	FY23 Awards	Awards %	WF & Awards % Diff.
Males	75.87%	198	76.74%	0.87%
Females	24.12%	64	24.81%	0.69%
Hispanic/Latino M	4.02%	10	3.88%	-0.14%
Hispanic/Latino F	4.02%	23	8.91%	4.89%
White M	44.22%	103	39.92%	-4.29%
White F	12.56%	46	17.83%	5.27%
Black/African American M	23.11%	48	18.60%	-4.51%
Black/African American F	7.03%	18	6.98%	-0.05%
Asian M	2.01%	6	2.33%	0.32%
Asian F	0.00%	0	0.00%	0.00%
Native Haw/Pacific Island M	0.50%	1	0.39%	-0.11%
Native Haw/Pacific Island F	0.00%	0	0.00%	0.00%
American Indian/Alaskan Native M	1.50%	5	1.94%	0.44%
American Indian/Alaskan Native F	0.00%	0	0.00%	0.00%
Two or More Races M	0.50%	0	0.00%	-0.50%
Two or More Races F	0.50%	0	0.00%	-0.50%

**Illustrates the population for ANMC's GS and WG employees.*

- The distribution of awards for Hispanic/Latino Males, White Males; Black/African Males and Females; Native Haw/Pacific Island Males, and Two or more Races Males and Females were disproportionally underrepresented in comparison to their respective workforce percentages.
- Hispanic/Latino Males, Asian Males, Native Haw/Pacific Island Males, and American Indian/Alaskan Native Males were only distributed 8.52% (22) the 258 awards.

FY23 Disability Award Distribution

Disability Workforce Population	501 Goal	FY23 Awards	Awards %	WF & Awards % Diff.
Person w/ Disability (PWD)	12%	12	4.65%	-7.35%
Person w/ Targeted Disability (PWTD)	2%	2	0.78%	-1.22%

**Illustrates the population for ANMC's GS and WG employees.*

- Triggers were identified using the 501 goals of 12% for PWD and 2% for PWTD benchmarks.

FY22 and FY23 Total Workforce Separations Comparison by ERI and Gender

In FY23 there were a total of 41 separations across the ANMC Workforce.

Workforce Population	NCLF	FY22 Separations %	FY23 Separations %	FY Separations % Diff.
Males	51.80%	100%	68.29%	31.71%
Females	48.20%	0.00%	31.70%	31.70%
Hispanic/Latino M	6.80%	0.00%	7.31%	7.31%
Hispanic/Latino F	6.20%	0.00%	2.43%	2.43%
White M	35.70%	40%	36.58%	-3.42%
White F	31.80%	0.00%	21.95%	21.95%
Black/African American M	5.70%	40%	24.39%	-15.61%
Black/African American F	6.60%	0.00%	4.87%	4.87%
Asian M	2.20%	0.00%	2.43%	2.43%
Asian F	1.00%	20%	0.00%	-20%
Native Haw/Pacific Island M	51.80%	100%	68.29%	31.71%
Native Haw/Pacific Island F	48.20%	0.00%	31.70%	31.70%
American Indian/Alaskan Native M	6.80%	0.00%	7.31%	7.31%
American Indian/Alaskan Native F	6.20%	0.00%	2.43%	2.43%
Two are More Races M	35.70%	40%	36.58%	-3.42%
Two are More Races F	31.80%	0.00%	21.95%	21.95%

**Illustrates the population for ANMC's GS and WG employees.*

- Total Males, Hispanic/Latino Males, White Black/African Males and Females; Native Haw/Pacific Island Males, and Two or more Races Females were separating at a higher rate than compared to FY 2022.
- Of the total FY23 Separations, 4.87% were removals, 17.07% resignations, 7.31% retirements, and 70.73% other separations (transfers, reassignments, etc.).

FY22 and FY23 Disability Separations Comparison

Disability Workforce Population	501 Goal	FY22 Separations %	FY23 Separations %	FY Separations % Diff.
Person w/ Disability (PWD)	12%	60%	4.88%	-7.12%
Person w/ Targeted Disability (PWTD)	2%	40%	4.88%	2.88%

**Illustrates the population for ANMC's GS and WG employees.*

- Triggers were identified in PWTD's in separations using the 2% benchmarks in comparison to the 501 goals.

FY23 Senior Grade Promotions by ERI and Gender

Workforce Population	WF %	GS13	GS14	GS15
Males	75.87%	66.67%	66.67%	50.00%
Females	24.12%	33.33%	33.33%	50.00%
Hispanic/Latino M	4.02%	0.00%	0.00%	0.00%
Hispanic/Latino F	4.02%	33.33%	0.00%	0.00%
White M	44.22%	33.33%	0.00%	0.00%
White F	12.56%	0.00%	0.00%	0.00%
Black/African American M	23.11%	0.00%	66.67%	0.00%
Black/African American F	7.03%	0.00%	33.33%	0.00%

**Only illustrates the population for ANMC's GS employees.*

- Senior grade level promotions for Total Males, Hispanic Males, and White Females at the GS-13 through 15 grade levels; Hispanic Females and White Males at the 14 and 15 grade levels, and Black/African American Males and Females at GS-13 and 15 grade levels compared to the Permanent workforce.
- GS-14 and 15 will continue to be underrepresented because of limited positions for those grades across the workforce.

FY23 Disability Senior Grade Promotions

Disability Workforce Population	501 Goal	GS13	GS14	GS15
Person w/ Disability (PWD)	12%	0.00%	0.00%	0.00%
Person w/ Targeted Disability (PWTD)	2%	0.00%	0.00%	0.00%

**Only illustrates the population for ANMC's GS employees.*

- Using the goals of 501 goals of 12% and 2% Triggers were identified for Senior Grade Promotions for PWD and PWTD's for grades GS 13-15.
- There was no representation in Senior Grade Promotions for PWD and PWTD's.

Reasonable Accommodations (RA) and Personal Assistance Services

ANMC FY23 Reasonable Accommodations Data	
# of RAs	19
# of RA requests for PWFA	0
# of RA requests for religion	0
#/% of approvals (Includes alternatives that were accepted by the requester)	18 / 90%
#/% of denials	0 / 5%
Decision Processing Time	8 days median
Time to provide accommodation (initial request date until RA put in place)	22 days
Cost of RAs granted	\$2,296.95

Types of Reasonable Accommodation Requested	FY21	FY22	FY23
Sign Language Interpretation (Section 504 Requests)	7	6	10
Computer Assisted Real-Time Transliteration (CART)	0	0	0
Telework	7	1	5
Office Equipment (Chairs, Keyboards, Monitors)	0	1	1
Modified Worksites/Schedules and Flexible Worksites/Schedules	0	6	1
Computer Accommodation Program (CAP) Assistive Devices	0	0	2
Leave (Sick, Annual, Leave without Pay)	0	5	0

Reassignment	2	1	0
Miscellaneous	0	0	0
Vaccination Exemption Requests (none granted as of reporting)	0	0	0
Total	16	20	19

In accordance with Section 501 of the Rehabilitation Action of 1973, as amended, and Army Regulation (AR) 690-12 Appendix C, ANMC has established and implemented RA procedures. During FY23, ANMC received 19 requests for reasonable accommodations. There were 18 reported RA requests granted and 90% of the requests were processed within 30 business days; one (10%) RA requests were done outside of the 30-day window because of the delay in receiving proper paperwork and extended interactive process. One RA request was granted partially during FY23. A legal review was conducted on the proposed alteration prior to informing the requestor. Table above shows the types of accommodations ANMC managers granted from FY21 – FY23.

Disabled Veterans Affirmative Action Program (DVAAP) Plan Summary

ANMC FY23 DVAAP Summary	
Total # of Civilian Employees	199
# of Veterans/% of Civilian Workforce	90 / 45%
# of Disabled Veterans/% of Civilian Workforce	70 / 77%
# of 30% or More Disabled Veterans/% of Civilian Workforce	42 / 46%

In comparison to the FY22 DVAAP Summary, the numbers in FY23 for Veterans at ANMC increased from 87 to 90. The number of disabled Veterans increased from 63 to 70 and the number of disabled Veterans who are 30% or more increased from 33 to 42.

FY23 Top 5 MCO Positions by ERI and Gender as Compared to the Occupational CLF

Workforce Population	Info Tech Mgmt.		Budget Analysis		Security Admin.		HR Mgmt.		Public Affairs	
	2210 (11)		0506 (6)		0080 (6)		0201 (4)		1035 (4)	
	ANMC %	OCLF	ANMC %	OCLF	ANMC %	OCLF	ANMC %	OCLF	ANMC %	OCLF
Males	63.63%	66.80%	50%	37.30%	100%	43.40%	0.00%	33.30%	25%	38.30%
Females	36.36%	33.20%	50%	62.70%	0.00%	56.60%	100%	66.70%	75%	61.70%
Hispanic/Latino M	0.00%	3.10%	0.00%	1.70%	0.00%	4.70%	0.00%	2.70%	0.00%	2.30%
Hispanic/Latino F	0.00%	1.60%	0.00%	3.60%	0.00%	5.30%	0.00%	5.00%	0.00%	3.50%
White M	36.36%	50.40%	33.33%	29.30%	66.66%	30.20%	0.00%	25.50%	25%	31.80%
White F	9.09%	24.70%	50%	45.10%	0.00%	39.70%	75%	49.90%	75%	50.70%
Black/African American M	18.18%	4.30%	0.00%	3.60%	33.33%	4.90%	0.00%	3.60%	0.00%	2.50%
Black/African American F	27.27%	3.50%	0.00%	9.50%	0.00%	7.80%	25%	8.50%	0.00%	4.70%
Asian M	9.09%	7.40%	16.66%	2.10%	0.00%	2.60%	0.00%	0.80%	0.00%	0.90%
Asian F	0.00%	2.90%	0.00%	3.20%	0.00%	2.30%	0.00%	1.70%	0.00%	1.30%
Native Haw/Pacific Island M	0.00%	0.10%	0.00%	0.10%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%
Native Haw/Pacific Island F	0.00%	0.00%	0.00%	0.10%	0.00%	0.10%	0.00%	0.10%	0.00%	0.10%
American Indian/Alaskan Native M	0.00%	0.20%	0.00%	0.20%	0.00%	0.20%	0.00%	0.20%	0.00%	0.20%
American Indian/Alaskan Native F	0.00%	0.10%	0.00%	0.50%	0.00%	0.40%	0.00%	0.40%	0.00%	0.40%
Two are More Races M	0.00%	1.20%	0.00%	0.50%	0.00%	0.50%	0.00%	0.40%	0.00%	0.60%
Two are More Races F	0.00%	0.40%	0.00%	0.70%	0.00%	0.90%	0.00%	0.90%	0.00%	1.00%

**Only illustrates the population for ANMC's GS employees.*

- The following MCO Series groups were below their respective Occupational Civilian Labor Force (OCLF) percentage:

- MCO 2210: All Male and White Males/Females.
- MCO 0506: All Females.
- MCO 1035: All Males and White Males.
- There is no representation for the following MCO Series groups:
 - MCO 2210: Hispanic/Latino Males/Females; Asian Females; Native Haw/Pacific Island Males; American Indian/Alaskan Native Males/Females; Two or More Race Males/Females.
 - MCO 0506: Hispanic/Latino Males/Females; Black/African American Males/Females; Asian Females; Native Haw/Pacific Island Males; American Indian/Alaskan Native Males/Females; Two or More Race Males/Females.
 - MCO 0080: All Females; Hispanic/Latino Males/Females; White Females; Black Females; Asian Females; Native Haw/Pacific Island Males; American Indian/Alaskan Native Males/Females; Two or More Race Males/Females.
 - MCO 0201: All Males; Hispanic/Latino Males; Black Males; Asian Males/Females; Native Haw/Pacific Island Females; American Indian/Alaskan Native Males/Females; Two or More Race Males/Females.
 - MCO 1035: Hispanic/Latino Males/Females; Black/African American Males/Females; Asian Females; Native Haw/Pacific Island Males; Native Haw/Pacific Island Females; American Indian/Alaskan Native Males/Females; Two or More Race Males/Females.

FY23 MCO Positions by Disability as Compared to the 501 Goal

	Info Tech Mgmt.	Budget Analysis	Security Admin.	HR Mgmt.	Public Affairs
Workforce Population	2210 ANMC %	0506 ANMC %	0080 ANMC %	0201 ANMC %	1035 ANMC %
Person w/ Disability (12%)	9.09%	16.66%	66.66%	25%	0.00%
Person w/ Targeted Disability (2%)	9.09%	16.66%	66.66%	25%	0.00%

**Only illustrates the population for ANMC's GS employees.*

- Trigger identified for PWD: MCO 2210, it's below the 12% 501 Goal.
- There is no PWD/PWTD representation for the MCO Series 1035.

FY23 Top 3 MCO Positions Specific to ANMC by ERI and Gender as Compared to the Occupational CLF

Workforce Population	Cemetery Admin. Svc 1630		Cemetery Caretaker 4754		Engineer Equip. Operator 5716	
	% ANMC	OCLF	% ANMC	OCLF	% ANMC	OCLF
Males	59.09%	82.70%	100%	92.40%	100%	98.20%
Females	41.91%	17.30%	0.00%	7.60%	0.00%	1.80%
Hispanic/Latino M	2.27%	2.00%	6.67%	28.70%	0.00%	7.80%
Hispanic/Latino F	6.82%	0.90%	0.00%	1.10%	0.00%	0.10%
White M	31.82%	72.30%	80%	51.30%	52.17%	83.10%

White F	18.18%	12.90%	0.00%	5.40%	0.00%	1.30%
Black/African American M	25%	7.50%	13.33%	8.80%	34.78%	4.80%
Black/African American F	15.91%	3.10%	0.00%	0.60%	0.00%	0.30%
Asian M	0.00%	0.20%	0.00%	1.30%	4.35%	0.10%
Asian F	0.00%	0.10%	0.00%	0.10%	0.00%	0.00%
Native Haw/Pacific Island M	0.00%	0.00%	0.00%	0.20%	4.35%	0.10%
Native Haw/Pacific Island F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
American Indian/Alaskan Native M	0.00%	0.00%	0.00%	0.70%	4.35%	1.30%
American Indian/Alaskan Native F	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%
Two are More Races M	0.00%	0.50%	0.00%	1.40%	0.00%	1.10%
Two are More Races F	0.00%	0.10%	0.00%	0.20%	0.00%	0.00%

**Illustrates the population for ANMC's GS and WG employees.*

- The participation rate for Total Males in MCO Job series 1630, Hispanic/Latino Males in job series 4754 and White Males in job series 1630 and 5716 was disproportionately underrepresented compared to the Occupational Civilian Labor Force. (OCLF)
- There was no representation in the Total Females; White Females, Black/African American Males, and Females; and Two or More Races Males in job series 4754 and 5716.
- In job series 5716 there was no representation for Hispanic/Latino Males and Asian Males and Females.
- Hispanic/Latino Females, Native Haw/Pacific Island Males, and American India/Alaska Native Males and Females were not represented in job series 4754.

FY23 Top 3 MCO Positions Specific to ANMC by Disability

Disability Workforce Population	Cemetery Admin. Srvs 1630	Cemetery Caretaker 4754	Engineer Equip. Operator 5716
	% ANMC	% ANMC	% ANMC
Person w/ Disability (PWD) 12%	15.91%	13.33%	4.35%
Person w/Targeted Disability (PWTD) 2%	2.27%	0.00%	0.00%

**Illustrates the population for ANMC's GS and WG employees.*

- A trigger was identified in job series 5716 for PWD using the 12% benchmark and in the PWTD for job series 4754 and 5716 using the 2% benchmark in comparison to the 501 goals.

Complaint Processing

ANMC FY23 Complaint Processing	
Total Inventory (462)	2
Substantiated Findings	TBD
Median Formal days	196.5
Number of formals beyond 180 days	2
Number of formals accepted or dismissed	2
Number of formals remanded	0
Number of ADRs offered	2
Number of ADRs accepted	0

The chart above provides a snapshot of the number of formal complaints processed and Alternative Dispute Resolution (ADR) data for FY23.

- The number of formal complaints filed in FY23 were minimal compared to the previous three (3) years (FY20 – 22). The average formal complaints during that timeframe were six (6).
- ANMC continues to demonstrate good efforts to resolve EEO Complaints and non-EEO related workplace disputes by lowest level resolution and offering ADR (voluntary) at the earliest stage possible.
- All informal cases were offered ADR within the timeframes set by EEOC regulations.
- There are currently two (2) ongoing formal investigations (cost: \$4,836.00) that were initiated in FY23. There were no monetary settles during the FY23 reporting period.

Top 5 Issues and Basis of Formal Complaints Filed

ANMC FY23 Formal Complaints Data	
Issue	
Reasonable Accommodation Disability	
Time and Attendance	
Harassment - Non-Sexual	
Hostile Work Environment	
Disciplinary Action	
Basis	
Disability	
Reprisal	
Race	

There were two (2) Formal Complaints in FY23 filed by the same employee. Complainant is no longer an ANMC employee. The complaints were consolidated for investigation purposes (like and related). Both complaints stem from an RA request submitted by the employee for full-time remote telework.

Part E.4: FY23 Accomplishments/Initiatives

The organization is proud of its accomplishments and initiatives towards maintaining a model EEO program in FY23. The accomplishments below outline our many successes throughout the reporting period:

- HR and EEO established timetables to review at regular intervals policies, practices, and procedures, including the merit promotion program, employee recognition awards program, and development/training programs for systemic barriers that were impeding full participation in the program by all EEO groups. **C.4.b – Completed 16 November 2022.** Currently working schedule for FY24.
- HR created a Strategic Outreach and Recruitment Plan that outlined the organization's marketing and branding strategies and recruitment strategies to attract and recruit a diverse pool of highly skilled applicants and initiatives to recruit underrepresented groups of women, minorities, and persons with disabilities. **C.4.e.2 – Completed 16 November 2022.**
- Senior Leaders, in coordination the Staff Action Control Officer, ensured EEO reviewed all organization/resource decisions, policies, and procedures for an initial determination of possible

impact to any groups. Any routing procedures were updated to include EEO review for all such items. **D.2.b, D.2.c – Completed 1 December 2022.**

- HR created an Onboarding and Acculturation program to increase employee engagement and retention of workforce and represented groups. **D.1.c. – Program approved in September 2023 and effected on 1 October 2023.**
- Additional accomplishments include:
 - Training sessions provided to Supervisors/Managers on EEO/RA program requirements.
 - Training on Workforce Recruitment Program to expand knowledge and information on veterans and employment of personnel with disabilities.

Part E.5: FY23 Planned Activities

Other Milestones:

- EEO and HR collaborated to conduct best practice research on ways to recognize employees and/or units demonstrating superior accomplishments in EEO. A.3.a
- EEO and HR presented options for recognition to senior leaders (GS-15s) for approval prior to implementing. D.2.b, D.2.c. – Review of Award policy was **completed in December 2022** with no noted changes to program and policy guidance. Reviews of awards occurred every quarter for every awards board. Additionally, the organization expanded dissemination of different award programs for diverse groups (Latin America, Asian America, Black Engineers under STEM etc.)

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Part F: Certification of Establishment of Continuing EEO Programs

MD-715 PART F	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS		
I,	Charles A. Brooks	
Principal EEO Director/Official	EEO Director/0260/GS14	
for:	Army National Military Cemeteries	
<p>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.</p> <p>The Agency has also analyzed its workforce 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.</p> <p>I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.</p>		
Senior EEO Official Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.		Date
Commander		Date

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Part G: Agency Self-Assessment Checklist — FY23

MD-715 PART G	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
ESSENTIAL ELEMENT A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.			
A.1 — The agency issues an effective, up to date EEO policy statement.		Measure Met?	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? <i>If yes, provide the annual issuance date in the comment's column.</i> [MD-715, II(A)]	Yes	Last EEO Policy Statement updated December 28, 2023
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation, and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [29 CFR § 1614.101(a)]	Yes	Part H will not be completed. The SA signed the EEO policy statement on March 21, 2023. H-1-22
A.2 — The agency has communicated EEO policies and procedures to all employees.		Measure Met?	Comments
A.2.a	<i>Does the agency disseminate the following policies and procedures to all employees:</i>		
A.2.a.1	– Anti-harassment policy? [MD-715, II(A)]	Yes	
A.2.a.2	– Reasonable accommodation procedures? [29 CFR § 1614.203(d)(3)]	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility
A.2.b	<i>Does the agency prominently post the following information in the workplace and on its public website:</i>		
A.2.b.1	– Business contact information for its EEO Director EEO Counselors, EEO Officers, Special Emphasis Program Managers? [29 CFR § 1614.102(b)(7)]	Yes	Posted on the organizations public website and bulletin boards throughout the workforce
A.2.b.2	– Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [29 CFR § 1614.102(b)(5)]	Yes	Posted on the organizations public website and bulletin boards throughout the workforce.
A.2.b.3	– Reasonable accommodation procedures? [29 CFR § 1614.203(d)(3)(i)] <i>If yes, provide the internet address in the comment column.</i>	Yes	https://www.army.mil/armyequityandinclusion#org-accessibility
A.2.c	<i>Does the agency inform its employees about the following topics:</i>		
A.2.c.1	– EEO complaint process? [29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] <i>If yes, provide how often.</i>	Yes	Employees are informed through various trainings (i.e., New Employee orientation, EEO Briefing, Supervisory Training) annually, biannually, and ongoing. Also, posters and internal website.
A.2.c.2	– ADR process? [MD-110, Ch. 3(II)(C)] <i>If yes, provide how often.</i>	Yes	Employees are informed through various trainings (i.e., New Employee orientation, EEO Briefing, Supervisory Training) annually, biannually, and ongoing. Also, posters and internal website.
A.2.c.3	– Reasonable accommodation program? [29 CFR § 1614.203(d)(7)(ii)(C)] <i>If yes, provide how often.</i>	Yes	Employees are informed through various trainings (i.e., New Employee orientation, EEO Briefing, Supervisory Training) annually, biannually, and ongoing. Also, posters and internal website.
A.2.c.4	– Anti-harassment program? [EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] <i>If yes, provide how often.</i>	Yes	Annually and the information is posted on the internal site.

A.2.c.5	– Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If yes, provide how often.	Yes	Employees are informed through various trainings (i.e., New Employee orientation, EEO Briefing, Supervisory Training) annually, biannually, and ongoing. Also, posters and internal website.
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A.3 — The agency assesses and ensures EEO principles are part of its culture.		Measure Met?	Comments
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [29 CFR § 1614.102(a) (9)] <i>If yes, provide one or two examples in the comments section.</i>	Yes	ANMC has several awards for excellence in EEO and Diversity and Inclusion
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessments to monitor the perception of EEO principles within the workforce? [5 CFR Part 250]	Yes	
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.			
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?	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? [29 CFR §1614.102(b)(4)]	Yes	AMMC a organization level/subordinate component. AR 690-12 allows for subordinate components to assign a designee. The ED has designated the Chief of staff which aligns with the current AR 690-12 regulation for subordinate component
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? <i>If yes, provide the title of the agency head designee in the comments.</i>	Yes	Chief of Staff
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [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 agency's EEO program? [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? [MD-715 Instructions, Sec. I)] <i>If yes, provide the date of the briefing in comments column.</i>	Yes	Brief will occur prior to the report submission.
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other related issues? [MD-715, II(B)]	Yes	The EEO Director attends weekly organizational wide senior staff meetings. The EEO Director also attends biweekly Command and Staff meeting with other Directors and Program leads.

B.2 — The EEO Director controls all aspects of the EEO program.		Measure Met?	Comments A "No" response to any measure in Part G is a program deficiency requiring a Part H.
B.2.	<i>Is the EEO Director responsible for the following:</i>		
B.2.a	– The implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	
B.2.b	– Overseeing the completion of EEO counseling? [29 CFR §1614.102(c)(4)]	Yes	
B.2.c	– Overseeing the fair and thorough investigation of EEO complaints? [29 CFR §1614.102(c)(5)]	Yes	
B.2.d	– Overseeing the timely issuance of final agency decisions? [29 CFR §1614.102(c)(5)]	Yes	HQ Army EEOCCR oversee timely issuing of final agency decisions.
B.2.e	– Ensuring compliance with EEOC orders? [29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	– Periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [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? [29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes	
B.3 — The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.		Measure Met?	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? [MD-715, II(B)]	Yes	
B.3.b	Does the agency's current strategic plan reference EEO/diversity and inclusion principles? [MD-715, II(B)] <i>If yes, identify the EEO principles in the strategic plan in the comments column.</i>	Yes	EEO is aligned w/ the organization's FY23 Objectives, Priority 1 (People): "People are at the heart of everything we do"; Objective 1.5, Establish mechanisms to emphasize Diversity, Equity, & Inclusion practices and address challenges.

B.4 — The agency has sufficient budget and staffing to support the success of its EEO program		Measure Met?	Comments
B.4.a	<i>Per 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:</i>		
B.4.a.1	– to conduct a self-assessment of the agency for possible program deficiencies? [MD-715, II(D)]	Yes	
B.4.a.2	– to enable the agency to conduct a thorough barrier analysis of its workforce? [MD-715, II(B)]	Yes	Filled EEO Director vacancy
B.4.a.3	– to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [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? [MD-715, II(B) and III(C)] If not, identify the type(s) of training with insufficient funding in the comments section.	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? [29 CFR §1614.102(c)(2)]	Yes	
B.4.a.6	– to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [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 demographics, and applicant flow data? [MD-715, II(E)]. If not, identify the systems with insufficient funding in the comments section.	Yes	Data Collection and tracking systems for workforce demographics, applicant flow, and complaints tracking.
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	SEPM/HR office plan, coordinated and facilitated special emphasis program events
B.4.a.9	– to effectively manage its anti-harassment program? [MD- 715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	No	This function is now under the purview of the DASA-CP office. The EEOC-approved policy is being staffed for SA signature and Army-wide distribution and implementation. H-3-21
B.4.a.10	– to effectively manage its reasonable accommodation program? [29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4.a.11	– to ensure timely and complete compliance with EEOC orders? [MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [29 CFR § 1614.102(a)(1)]	Yes	The organization allocates its EEO appropriations among the Chief of Staff budget.
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [MD-110, Ch. 1(III)(A), 2(III), 6(III)]		
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	

B.5 — The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.		Measure Met?	Comments
B.5.a	<i>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:</i>		
B.5.a.1	– EEO Complaint Process? [MD-715(II)(B)]	Yes	
B.5.a.2	– Reasonable Accommodation Procedures? [29 CFR § 1614.102(d)(3)]	Yes	
B.5.a.3	– Anti-Harassment Policy? [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? [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. [MD-715(II)(E)]	Yes	
B.6 — The agency involves managers in the implementation of its EEO program.		Measure Met?	Comments
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [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)? [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.			
C.1 — The agency conducts regular internal audits of its component and field offices.		Measure Met?	Comments
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [29 CFR §1614.102(c)(2)] <i>If yes, provide the schedule for conducting audits in the comments section.</i>	Yes	Conducted at the HQDA level
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [29 CFR §1614.102(c)(2)] <i>If yes, provide the schedule for conducting audits in the comments section.</i>	Yes	Conducted at the HQDA level
C.1.c	Do component and field offices make reasonable efforts to comply with the recommendations of the field audit? [MD- 715, II(C)]	Yes	Conducted at the HQDA level
C.2 — The agency has established procedures to prevent all forms of EEO discrimination.		Measure Met?	Comments
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, §V.C.1 (6/18/99)]	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? [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? [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? [Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors, EEOC No. 915.002, § V.C.1 (6/18/99)]	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? [Enforcement Guidance, V.C.]	Yes	
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within ten days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [<i>Complainant v. Dept. of Veterans Affairs</i> , EEOC Appeal No. 0120123232 (May 21, 2015); <i>Complainant v. Dept. of Defense (Defense Commissary Agency)</i> , EEOC Appeal No. 0120130331 (5/29/15)] <i>If no, provide the percentage of timely-processed inquiries in the comments section.</i>	Yes	
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [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? [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? [29 CFR 1614.203(d)(3)(D)]	Yes	
C.2.b.2	Has the agency established a firewall between the RA Program Manager and the EEO Director? [MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	Does the agency ensure that job applicants can request and receive RAs during the application and placement processes? [29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
C.2.b.4	Do the RA procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as	Yes	30 days

	established by the agency in its affirmative action plan? [29 CFR 1614.203(d)(3)(i)(M)]		
C.2.b.5	Does the agency process all RA requests within the time frame set forth in its RA procedures? [MD-715, II(C)] <i>If no, provide percentage of timely-processed requests in the comment column.</i>	Yes	
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? [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 Web site? [29 CFR § 1614.203(d)(5)(v)] <i>If yes, provide the internet address in the comment column.</i>	Yes	On the Internal site and bulletin boards.

C.3 — The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.		Measure Met?	Comments
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	<i>Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following:</i>		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [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? [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? [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? [MD- 715 Instructions, Sec. I]	Yes	
C.3.b.5	Provide religious accommodations when it does not cause an undue hardship? [29 CFR §1614.102(a)(7)]	Yes	
C.3.b.6	Provide disability accommodations when it does not cause an undue hardship? [29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity? [MD-715, II(C)]	Yes	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct? [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? [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? [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? [29 CFR §1614.102(c)(2)]	Yes	

C.4 — The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.		Measure Met?	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? [29 CFR §1614.102(a)(2)]	Yes	
C.4.b	Has 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? [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? [29 CFR §1614.601(a)]	Yes	
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [MD-715, II(C)]	Yes	
C.4.e	<i>Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:</i>		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [MD-715, II(C)]	Yes	
C.5 — Following a finding of discrimination, the agency explores whether it should take a disciplinary action.		Measure Met?	Comments
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [29 CFR §1614.102(a)(6); see also <i>Douglas v. Veterans Administration</i> , 5 MSPR 280 (1981)]	Yes	
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [29 CFR §1614.102(a)(6)] <i>If yes, state the number of disciplined/sanctioned individuals during this reporting period in the comments.</i>	Yes	
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? [MD-715, II(C)]	Yes	
C.6 — The EEO office advises managers/ supervisors on EEO matters.		Measure Met?	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? [MD-715 Instructions, Sec. I] <i>If yes, identify the frequency of updates in comments.</i>	Yes	
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions/concerns? [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.			
D.1 — The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.		Measure Met?	Comments
D.1.a	Does the agency have a process for identifying triggers in the workplace? [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; climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [MD-715 Instruct. 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? [29 CFR 1614.203(d)(1)(iii)(C)]	Yes	
D.2 — The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)		Measure Met?	Comments
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [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? [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? [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, RA program; anti- harassment program; and/or external special interest groups? [MD-715 Instructions, Sec. I] <i>If yes, identify data sources in the comments section.</i>	Yes	
D.3 — The agency establishes appropriate action plans to remove identified barriers.		Measure Met?	Comments
D.3.a	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [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? [MD-715, II(D)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [MD-715, II(D)]	Yes	

D.4 — The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.		Measure Met?	Comments
D.4.a	Does the agency post its affirmative action plan on its public Web site? [29 CFR 1614.203(d)(4)] <i>If yes, provide the internet address in the comments section.</i>	Yes	
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? [29 CFR 1614.203(d)(1)(i)]	Yes	Posted statements on social media and updated language in our announcement to include EEO Statement. Updated public page provides information as well.
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [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 Individuals with Disabilities or targeted disabilities employed at the agency until it meets the goals? [29 CFR 1614.203(d)(7)(ii)]	Yes	
ESSENTIAL ELEMENT E: EFFICIENCY This element requires the agency head to ensure there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.			
E.1 — The agency maintains an efficient, fair, and impartial complaint resolution process.		Measure Met?	Comments
E.1.a	Does the agency timely provide EEO counseling? [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? [29 CFR §1614.105(b)(1)]	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint? [MD-110, Ch. 5(l)]	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? [MD-110, Ch. 5(l)] <i>If yes, provide the average processing time in the comments section.</i>	Yes	15 -- Days
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? [29 CFR §1614.102(b)(6)]	Yes	
E.1.f	Does the agency timely complete investigations? [29 CFR §1614.108]	Yes	
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? [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? [29 CFR §1614.110(b)]	Yes	ANMC does not issue FADs; HQDA issues these
E.1.i	Does the agency timely issue final actions follow receipt of the hearing file and the administrative judge's (AJ) decision? [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? [MD-110, Ch. 5(V)(A)] <i>If yes, describe how in the comments.</i>	Yes	Contractor employees are not used
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? [MD-110, Ch. 5(V)(A)]	Yes	

E.1.I	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal? [29 CFR § 1614.403(g)]	Yes	
E.2 — The agency has a neutral EEO process.		Measure Met?	Comments
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [MD- 110, Ch. 1(IV)(D)] <i>If yes, please explain in the comment's column.</i>	Yes	
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [MD-110, Ch. 1(IV)(D)] <i>If yes, identify the source/location of the attorney who conducts the legal sufficiency review in the comments.</i>	Yes	Office of the General Counsel, HQDA
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? [MD-110, Ch. 1(IV)(D)]	Yes	Conducted at HQDA level; The EEO office does not conduct legal sufficient reviews.
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [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? [EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	Yes	
E.3 — The agency has established and encouraged the widespread use of a fair ADR program.		Measure Met?	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? [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? [MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [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? [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? [MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [MD-110, Ch. 3(II)(D)]	Yes	

E.4 — The agency has effective and accurate data collection systems in place to evaluate its EEO program.		Measure Met?	Comments
E.4.a	<i>Does the agency have systems in place to accurately collect, monitor, and analyze the following:</i>		
E.4.a.1	– Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/ complainants, and the involved management official? [MD-715, II(E)]	Yes	
E.4.a.2	– The race, national origin, sex, and disability status of agency employees? [29 CFR §1614.601(a)]	Yes	
E.4.a.3	– Recruitment activities? [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? [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? [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	
E.5 — The agency identifies and disseminates significant trends and best practices in its EEO program.		Measure Met?	Comments
E.5.a	Does the agency monitor trends in its EEO program to determine whether agency is meeting its obligations under the statutes EEOC enforces? [MD-715, II(E)] <i>If yes, provide example in the comments section.</i>	Yes	
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [MD-715, II(E)] <i>If yes, provide example in the comments section.</i>	Yes	
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [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.			
F.1 — The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.		Measure Met?	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? [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? [MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [MD- 715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [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? [MD-110, Ch. 9(IX)(H)]	Yes	
F.2 — The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.		Measure Met?	Comments
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [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? [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? [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? [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	
F.3 — The agency reports to EEOC its program efforts and accomplishments.		Measure Met?	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? [29 CFR §1614.703(d)]	Yes	

Part H: Essential Element Deficiencies and Planned Activities

MD-715 PART H		<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:				
RESPONSIBLE OFFICIAL:				
DO THE RESPONSIBLE OFFICIAL'S PERFORMANCE STANDARDS ADDRESS THIS PLAN?				(Yes or No)
Date Initiated	Target Completion Date	Date Modified	Date Completed	Objective Description
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:				
Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE				

Part I: Barrier Analysis and Planned Activities

MD-715 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT																																		
TRIGGER ANALYSIS																																			
SOURCE OF TRIGGER:	Workforce Data																																		
MD-715 WORKFORCE DATA TABLE:	Table A-1																																		
NARRATIVE DESCRIPTION OF TRIGGER	A review of the workforce data indicates less than expected participation rate for <ul style="list-style-type: none"> • All women 24.12% (NCLF 48.20%) • White Women 12.56% (NCLF 31.80%) • Asian Females 0.00% (NCLF 2.20%) • Native Haw/Pacific Islander Females 0.00% (NCLF 0.10%) • American Indian/Alaskan Native Females 0.00% (NCLF 0.30%) 																																		
EEO GROUP(S) AFFECTED BY TRIGGER:	Check all that apply: <table border="1"> <tr> <td>All Men</td><td></td><td>Asian Males</td><td></td></tr> <tr> <td>All Women</td><td>X</td><td>Asian Females</td><td>X</td></tr> <tr> <td>Hispanic or Latino Males</td><td>X</td><td>Native Hawaiian or Other Pacific Islander Males</td><td></td></tr> <tr> <td>Hispanic or Latino Females</td><td>X</td><td>Native Hawaiian or Other Pacific Islander Females</td><td>X</td></tr> <tr> <td>White Males</td><td></td><td>American Indian or Alaska Native Males</td><td></td></tr> <tr> <td>White Females</td><td>X</td><td>American Indian or Alaska Native Females</td><td>X</td></tr> <tr> <td>Black or African American Males</td><td></td><td>Two or More Races Males</td><td></td></tr> <tr> <td>Black or African American Females</td><td></td><td>Two or More Races Females</td><td>X</td></tr> </table>			All Men		Asian Males		All Women	X	Asian Females	X	Hispanic or Latino Males	X	Native Hawaiian or Other Pacific Islander Males		Hispanic or Latino Females	X	Native Hawaiian or Other Pacific Islander Females	X	White Males		American Indian or Alaska Native Males		White Females	X	American Indian or Alaska Native Females	X	Black or African American Males		Two or More Races Males		Black or African American Females		Two or More Races Females	X
All Men		Asian Males																																	
All Women	X	Asian Females	X																																
Hispanic or Latino Males	X	Native Hawaiian or Other Pacific Islander Males																																	
Hispanic or Latino Females	X	Native Hawaiian or Other Pacific Islander Females	X																																
White Males		American Indian or Alaska Native Males																																	
White Females	X	American Indian or Alaska Native Females	X																																
Black or African American Males		Two or More Races Males																																	
Black or African American Females		Two or More Races Females	X																																

BARRIER ANALYSIS PROCESS			
SOURCES OF DATA:	Sources	Source Reviewed (Y/N)?	Identify Information Collected
	Workforce Data Tables	Y	Total Workforce
	Complaint Data (Trends)	N	
	Grievance Data (Trends)	N	
	Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	N	
	Climate Survey (e.g., FEVS)	Y	FEVS results for last 3 years exist. Copies provided to Senior Leadership and EEO
	Exit Interview Data	Y	HR/G1 Exit Interview
	Focus Groups	Y	Focus groups were conducted during FY23 with findings and resolutions presented during quarter Town Hall events.
	Interviews	N	
	Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	N	
	Other (Please Describe) Applicant Data, ANMC HR/G1 Data	Y	<ul style="list-style-type: none"> – Total Announcements – Applications – Qualified Applicants – Referred Applicants – Applicant Selections
STATUS OF BARRIER ANALYSIS PROCESS:	Barrier analysis process completed?	N	
	Barrier(s) identified?	N	
STATEMENT OF IDENTIFIED BARRIER(S): (Description of Policy, Procedure, or Practice)	N/A		

OBJECTIVE(S):	Objective	Date Initiated (M/D/Y)	Target Date (M/D/Y)	Sufficient Funding/ Staffing	Modified Date (M/D/Y)	Date Completed (M/D/Y)
	Increase participation rate of groups identified as having low participation.	12/26/2023	9/30/2024	Yes		
	Increase the applicant pool by targeting recruitment efforts.	12/26/2023	9/30/2024	Yes		
	Increase retention of groups identified as having low participation.	12/26/2023	9/30/2024	Yes		
RESPONSIBLE OFFICIAL(S):	Title	Name			Performance Standards Address Plan? (Y/N)	
	EEO Director HR/G1 Chief	Charles Brooks Joy Ortman			Yes	
PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:						
Target Date (M/D/Y)	Planned Activities				Modified Date (M/D/Y)	Completion Date (M/D/Y)
9/30/2024	Conduct Self Identification Lunch & Learn Training Sessions					
9/30/2024	Host ANMC Job Fair					
9/30/2024	Promote the completion of Exit Surveys					
REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE						

Part J: Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Individuals with Disabilities

MD-715 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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To capture agencies' affirmative action plans for PWD and PWTD, EEOC regulations (29 CFR. § 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.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR. § 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 PWD 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		No	X
b. Cluster GS-11 to SES (PWD)	Yes		No	X

- No triggers identified.
- Cluster GS-1 to GS-10 (PWD): 16.12% is greater than the 12% benchmark.
- Cluster GS-11 to SES (PWD): 19.10% is above the 12% benchmark.

- Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD 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 (PTWD)	Yes		No	X
b. Cluster GS-11 to SES (PTWD)	Yes		No	X

- No triggers identified.
- Cluster GS-1 to 10 (PWTD): 3.22% is above the 2% benchmark.
- Cluster GS-11 to SES (PWTD): 8.18% is greater than the 2% benchmark.

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

- The HR and EEO Offices established a direct line of communication through our HR/EEO quarterly meetings and weekly collaboration efforts. The goals are communicated by HR during quarterly goals/objectives meetings to senior leadership/hiring managers, to the EEO staff, and HR includes the fiscal year's goals in the annual Outreach/Recruitment Plan.
- The Recruitment Plan is used to declare outreach and recruitment intentions for each special emphasis group. It is given to all hiring managers and recruiters, so that they are aware of ANMC's annual goals.

Section II: Model Disability Program

Pursuant to 29 CFR. §1614.203(d)(1), agencies must ensure sufficient staff, training, and resources to recruit and hire Individuals with Disabilities and Individuals 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. Plan to Provide Sufficient & Competent Staffing for the Disability Program

- 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.

Yes	X	No	
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- The agency has designated sufficient qualified Disability Program Manager/Diversity and Inclusion Program Manager.

- 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	0	0	Leilah Anderson, HR Specialist, G1/HR, Leilah.o.anderson.civ@army.mil Tina Coble, HR Specialist, G1/HR, tina.m.coble5.civ@army.mil
Answering questions from the public about hiring authorities that take disability into account	1	0	0	Leilah Anderson, HR Specialist, G1/HR, Leilah.o.anderson.civ@army.mil Tina Coble, HR Specialist, G1/HR, tina.m.coble5.civ@army.mil
Processing RA requests from applicants and employees	1	0	0	Juan L. Torres, Diversity & Inclusion Officer/Disability Program Manager, EEO, juan.l.torres.civ@army.mil
Section 508 Compliance	1	0	0	Juan L. Torres, Diversity & Inclusion Officer/Disability Program Manager, EEO, juan.l.torres.civ@army.mil
Architectural Barriers Act (ABA) Compliance	1	0	0	COL Andrew Wiker, Director of Engineering, Andrew.j.wiker.mil@army.mil
Special Emphasis Program (SEP) for PWD/PWTD	1	0	0	Mr. Leonard Starr, SEPM Leonard.v.starr.civ@army.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.

Yes	X	No	
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- JAN Webinar: Accommodation Solutions for Fine Motor Limitations, 11 May 2023

- GSA- Getting Started with Section 508 Course, 11 July 2023
- Great Lakes ADA Center Webinar: "Invisible" Disabilities and the ADA , Jul 12, 2023
- HRCInsights Webinar: How to Run a Successful Employee Accommodations Program Aug 30, 2023
- JAN Webinar: Assistive Technology (AT) Update: What's New in 2023
- Disability: IN Webinar: Leadership Development Programs for Employees with Disabilities

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.

Yes	X	No	
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Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 CFR. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of PWD. 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.
 - ANMC posts job announcements in USAJobs, the Office of Personnel Management's (OPM) application tool, DOD Civilian Careers website, Virginia Employment Commission Office, Transition Assistance Program Office and ANMC public social media and websites (Facebook, X, etc.). OPM complies with requirements of Section 508 of the Rehabilitation Act Amendments of 1998 (29 U.S.C. 794) and adheres to Section 508 requirements.
 - Depending on where an applicant is in the application process, assistance is available through USAJobs or through Human Resource Specialists (HR), such as the Schedule A Coordinator.
 - The Schedule A Coordinator, an employee in the Army Civilian Human Resource Agency (CHRA) Civilian Personnel Advisory Center (CPAC), has the required training and knowledge to assist an applicant with a disability through the process.
- Pursuant to 29 CFR. § 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.
 - CHRA CPAC HR Specialists, ANMC HR Office, and the Schedule A Coordinator work collaboratively to implement Schedule A, Veterans' authorities, Workplace Recruitment Program, and other programs that might positively impact the hiring of individuals with disabilities.
- 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.

4. 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		N/A	
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- All supervisors and managers completed a mandatory Supervisor/Manager's course on FY 23. ANMC will continue to provide training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A).
- An email and information paper were sent by the CoS on 1 February 2023 to all Managers and Supervisors regarding the Workforce Recruitment Program and the benefits that the program can bring to the organization. ANMC provided a Targeted Recruitment Workshop for hiring managers on August 23, 2023; Topics included: USAJobs Agency Talent Portal (ATP) and the Workforce Recruitment Program (WRP).

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.

- ANMC has had an established primary and alternate National Disability Employment Program Managers to facilitate increased delivery of Disability awareness programs and to begin fostering connections with Disability Employment Organizations to increase our network of outreach and recruitment opportunities to increase the representation of PWD and PWTD in the ANMC Workforce.
- We continue to cooperate with the local and regional associations who specialize in supporting employment and seeking opportunities to perform outreach and recruitment efforts.

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 or PWTD among the new hires in the permanent workforce? If yes, describe the triggers below.

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

- No triggers identified.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD/PWTD among the new hires for any of the MCOs? If yes, describe the triggers below.

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

- No triggers identified.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD/PWTD among the qualified internal applicants for any of the MCOs? If yes, describe the triggers below.

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

- No triggers identified.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD/PWTD among employees promoted to any of the MCOs? If yes, describe the triggers below.

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

- Triggers identified for PWD: MCO 4754 (Qualified: 12.50% vs Selected: 0.00%) and MCO 5716 (Qualified: 4.54% vs Selected: 0.00%)
- Triggers identified for PWTD: MCO 1630 (Qualified: 12.50% vs Selected: 0.00%) MCO 4754 (Qualified: 4.54% vs Selected: 0.00%) and MCO 5716 (Qualified: 12.50% vs Selected: 0.00%)

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

Pursuant to 29 CFR §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 and PWTD have sufficient opportunities for advancement.

PWD and PWTD are given the same opportunities to participate in career development programs that are afforded to all ANMC employees. ANMC will continue to provide individuals with disabilities assistive technology to utilize throughout the career development programs, as well as for day-to-day duties. A plan has been put in place to address the collection of PWD/PWTD data for career development programs. ANMC will be conducting barrier analysis in FY24 to identify barriers in these areas.

B. Career Development Opportunities

- Please describe the career development opportunities that the agency provides to its employees.
 - The organization utilizes several career ladder development positions for career development and retention opportunities. There are 79 personnel assigned within these positions which range from General Schedule Grades 7-12 and Federal Wage System grades 5-9. Career ladder positions exist for the following job series: Cemetery Administrator Series 1630; Budget Analyst Series; 0560, Environmental Protection Series 0028; Cemetery Caretaker

Series 4754; and Management and Program Analyst series 0343. Additionally, the organization actively participates in the Army Fellows and Internship program for the Public Affairs job series 1035.

- There are 11 Army career programs represented by the ANMC workforce. The organization works closely with Army Career Program managers to obtain career development and training opportunities. The organization has assigned Agency Career Program Manager to represent the 11 army career programs and who are responsible for disseminating career development and training opportunities and to obtain feedback and recommendations for improvement of career development program opportunities up to the Army level.
- The organization publishes an annual Training plan which outlines training opportunities for career development.
- In FY23, ANMC participated in the Arlington Community High School Career Day at Wakefield High School, Arlington, VA. This was a career outreach effort targeting individuals for Engineering and Computer Science.

2. 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	N/A	N/A	N/A	N/A	N/A	N/A
Detail Programs	N/A	N/A	N/A	N/A	N/A	N/A
Fellowship Programs	2	2	0.00%	0.00%	0.00%	0.00%
Mentoring Programs	16	16	6.25%	6.25%	0.00%	0.00%
Coaching Programs	N/A	N/A	N/A	N/A	N/A	N/A
Training Programs	N/A	N/A	N/A	N/A	N/A	N/A

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The 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	X	No	
b. Selections (PWD)	Yes	X	No	

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The 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 (PTWD)	Yes	X	No	
b. Selections (PTWD)	Yes	X	No	
c.				

C. Awards

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

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

- PWD: Award Types (1-10 Hours, 11+ Hours, \$500 & Under, and \$500+) triggers identified
- PWTd: Award Types (1-10 Hours, 11+ Hours, \$500 & Under, and \$500+) triggers identified
- Triggers that were identified in both PWD and PWTd can be attributed to employees not identifying their disabilities

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

a. Pay Increases (PWD)	Yes		No	X
b. Pay Increases (PTWD)	Yes		No	X

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

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

Data is not available to determine if triggers exist in this category. EEO and HR will collaborate to ensure data is properly gathered and tracked to be able to address this in the next performance cycle.

However, in general, employees are recognized based on merit.

D. Promotions

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The 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).

a. SES			
i. Qualified Internal Applicants (PWD)	Yes 0	No 0	N/A X
ii. Internal Selections (PWD)	Yes 0	No 0	N/A X
b. Grade GS-15			
i. Qualified Internal Applicants (PWD)	Yes 0	No X	
ii. Internal Selections (PWD)	Yes 0	No X	
c. Grade GS-14			
i. Qualified Internal Applicants (PWD)	Yes 0	No X	
ii. Internal Selections (PWD)	Yes X	No 0	
d. Grade GS-13			
i. Qualified Internal Applicants (PWD)	Yes X	No 0	
ii. Internal Selections (PWD)	Yes X	No 0	

- PWD: GS-14 Qualified vs Selected triggers identified
- PWD: GS-13 Relevant Applicant Pool vs Qualified and Qualified vs Selected triggers identified

- Triggers that were identified in both PWD (GS-13/14) can be attributed to limited positions for senior grade levels in the organization

2. Does your agency have a trigger involving PWTD 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).

a. SES			
i. Qualified Internal Applicants (PWTD)	Yes 0	No 0	N/A X
ii. Internal Selections (PWTD)	Yes 0	No 0	N/A X
b. Grade GS-15			
i. Qualified Internal Applicants (PWTD)	Yes 0	No X	
ii. Internal Selections (PWTD)	Yes 0	No X	
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 (PWD)	Yes X	No 0	
ii. Internal Selections (PWTD)	Yes X	No 0	

- PWTD: GS-14 Qualified vs Selected triggers identified
- PWTD: GS-13 Relevant Applicant Pool vs Qualified and Qualified vs Selected triggers identified
- Triggers that were identified in both PWD (GS-13/14) can be attributed to limited positions for senior grade levels in the organization

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD 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		No		N/A	X
b. New Hires to GS-15 (PWD)	Yes		No	X	N/A	
c. New Hires to GS-14 (PWD)	Yes		No	X	N/A	
d. New Hires to GS-13 (PWD)	Yes		No	X	N/A	

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD 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		No		N/A	X
b. New Hires to GS-15 (PWD)	Yes		No	X	N/A	
c. New Hires to GS-14 (PWD)	Yes		No	X	N/A	
d. New Hires to GS-13 (PWD)	Yes		No	X	N/A	

5. Does your agency have a trigger involving PWD 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		No		N/A	X
II. Internal Selections (PWD)	Yes		No		N/A	X
b. Managers						
i. Qualified Internal Applicants (PWD)	Yes		No	X		
II. Internal Selections (PWD)	Yes	X	No			
c. Supervisors						
Qualified Internal Applicants (PWD)	Yes	X	No			
II. Internal Selections (PWD)	Yes	X	No			

- Triggers identified for PWD (Managers) Qualified vs Selected
- Triggers identified for PWD (Supervisors) Relevant Applicant Pool vs Qualified and Qualified vs Selected triggers identified
- These triggers exist because of limited positions for management positions in the organization

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

a. New Hires for Executives (PWD)	N/A	X		
b. New Hires for Managers (PWD)	Yes		No	X
c. New Hires for Supervisors (PWD)	Yes		No	X

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If yes, describe the trigger(s).

a. New Hires for Executives (PWTD)	N/A	X		
b. New Hires for Managers (PWTD)	Yes		No	X
c. New Hires for Supervisors (PWTD)	Yes		No	X

Section V: Plan to Improve Retention of Individuals with Disabilities

To be a model employer for Individuals 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. EEO Complaint Data Involving Reasonable Accommodation

- During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide an RA, as compared to the government-wide average of 14.03 percent?

Yes		No	X
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- During the last fiscal year, did any complaints alleging failure to provide RA in a finding of discrimination or a settlement agreement?

Yes		No	X
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- If the agency had one or more findings of discrimination involving the failure to provide RA during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

B. Voluntary and Involuntary Separations

- 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 CFR. § 213.3102(u)(6)(i))? If no, please explain why the agency did not convert all eligible Schedule A employees.

N/A

- CHRA CPAC is responsible to perform the conversion of Schedule A employees. Therefore, data is not available to identify triggers in this category at this time.

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

a. Voluntary Separations (PWD)	Yes	X	No	
b. Involuntary Separations (PWD)	Yes		No	X

- Triggers identified for PWD Involuntary (Removals)
- The PWD Involuntary (Removal) rate of 3.33% is greater than the PWOD rate of 0.67%

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

a. Voluntary Separations (PWTD)	Yes		No	X
b. Involuntary Separations (PWTD)	Yes		No	X

- No triggers identified for PWTD Voluntary/Involuntary separations

- 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.

- A greatest percentage (Other: No disability 89.66%) of employees left the organization as transfers to another federal agency/organization
- PWD/PWTD accounted for 0.00% of those separations

C. Accessibility of Technology and Facilities

Pursuant to 29 CFR. § 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 (ABA) 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 Web site for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

<https://www.arlingtoncemetery.mil/About/Equal-Employment-Opportunity-Office>

<https://www.arlingtoncemetery.mil/Visit/Visitors-with-Disabilities>

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

<https://www.arlingtoncemetery.mil/About/Equal-Employment-Opportunity-Office>

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 facilities and/or technology.

The Disability Program Manager conducted checks of all the accessibility areas around ANC using the ADA Checklist for Existing Facilities to conduct accessibility surveys for compliance. Checks will continue for FY24

D. Reasonable Accommodation Program

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

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

During this reporting period, 90% of initial requests were completed in less than 30 days (17 days), in accordance with AR 690-12 (EEO and Diversity). The Timeframe for processing initial request was 8 Days (Median) and 22 Average Days.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. 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.

During this reporting period, EEO received and processed 19 requests for reasonable accommodations (RA). Conducted training to Managers and Supervisors, June 2023.

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

Pursuant to 29 CFR. § 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 policies/procedures/practices to implement the PAS requirement. Examples of an effective program include timely processing PAS requests, timely providing approved services, conducting training for managers and supervisors, and monitoring requests for trends.

Policy and procedures are being implemented in accordance with recent organizational and EEOC guidance.

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?

Yes		No	X	N/A
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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?

Yes		No	X	N/A
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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.

N/A

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 PWTB?

Yes		No	X
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2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Yes		No		N/A	X
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3. Identify each trigger and plan to remove the barrier(s), including the barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger(s):

The majority of triggers that exist within the organization that are related to PWD/PWTD, stem from the workforce size and the limited number of senior level positions (manager/supervisors)

MD-715 PART J Affirmative Action Plan for Individuals with Disabilities	
Triggers	<p>A review of the workforce data indicates less than expected participation rate for</p> <ul style="list-style-type: none"> • PWD GS-11 & above (9.67%) PWD 501 Goal (12%) • PWD: MCO 4754 Selections(0.00%) Benchmark (12.50%); MCO 5716 Selections (0.00%) Benchmark (4.54%) • PWTD: MCO 1630 Selections (0.00%) Benchmark (12.50%); MCO 4754 Selections (0.00%) Benchmark (4.54%); MCO 5716 Selections (0.00%) Benchmark (12.50%) • PWD/PWTD awards distribution rates • PWD/PWTD promotions to GS-13
Source of Trigger	Workforce Data Tables
EEO Group(s) Affected	PWD/PWTD
EEO Sources Reviewed	FY23: Workforce Data Tables, Complaint Data (Trends) Reasonable Information, and Internal HR Data
Status of Barrier Analysis Process	N/A
Objective(s) for the EEO Plan	Improve the advancement abilities for PWD and PWTD. Collaborate with HR, Management Teams, and Hiring Authorities. Conduct Barrier Analysis Training for Supervisors/Managers.

Plan to Address Barriers/Triggers Identified				
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)		
Charles Brooks, EEO Director Juan Torres, Disability Program Manager		Yes		
Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
February 2024	Hosting a Job Fair with an emphasis on hiring PWD/PWTD	Yes		
February 2024	Barrier Analysis Training for Supervisors	Yes		
February 2024	Self-Identification Lunch & Learn Training Sessions	Yes		

Fiscal Year	Accomplishments
FY23	EEO/HR trained supervisors/manager on procedures associated with providing accommodations to qualified Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD) (completed three total sessions).
	Conducted a successful National Disability Employment Awareness Month and Special Observance program October 2022.
	Enhanced recruitment of persons with disabilities and refinement of hiring strategies through the use of Exit Surveys.

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

N/A

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

N/A

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.

N/A

APPENDIX A: EEO POLICY STATEMENT



DEPARTMENT OF THE ARMY
OFFICE OF ARMY CEMETERIES
1 MEMORIAL AVENUE
ARLINGTON, VIRGINIA 22211-5003

SAAC-EEO (600b)

28 December 2023

MEMORANDUM FOR All Office of Army Cemeteries and Army National Military Cemeteries Personnel

SUBJECT: Policy Letter #3 - Statement on Equal Employment Opportunity and Diversity

1. References:

- a. AR 690-12, Equal Employment Opportunity and Diversity.
- b. AR 690-600, Equal Employment Opportunity Discrimination Complaints.

2. Purpose: To establish Equal Employment Opportunity (EEO) guidance and standards to the Office of Army Cemeteries (OAC) and Army National Military Cemeteries (ANMC) assigned and attached personnel.

3. Policy and Procedures:

a. The criticality of diversity and inclusion to the success of OAC/ANMC cannot be understated. The men and women who serve our great country and work at OAC/ANMC come from all walks of life. The experiences and backgrounds of our Service Members, Civilians, and Family Members enhance our capabilities and contribute to an adaptive, culturally astute environment. Each manager and supervisor are accountable for the success of the Equal Employment Opportunity (EEO) Programs. You will discharge your responsibilities in a manner to reflect credibility and promote integrity in every area of performance. We are personally committed to the principles of EEO for all Service Members and Civilians in our workforce.

b. EEO policies cover all personnel and employment programs, management practices and decisions to include recruitment, hiring, merit promotions, transfers, reassignments, training and career development, benefits, and separations. All Federal Civilian employees and applicants for employment will be given fair treatment and equal employment opportunity regardless of their race, color, religion, age (40 and over), sex (including gender identity, sexual orientation, and pregnancy), national origin, disability, reprisal, marital status, parental status, genetic information, political affiliation, or other prohibited non-merit factors.

SAAC-ZA (600b)

SUBJECT: Policy Letter #3 - Statement on Equal Employment Opportunity and Diversity

c. We expect leaders, managers, and supervisors at all levels to exhibit a commitment to EEO through their efforts to resolve conflicts and address concerns in the workplace as soon as they arise. When any employee or job applicant believes they were discriminated against based on race, color, religion, sex, national origin, reprisal, disability, age, sexual orientation, gender identity, status as a parent, or other impermissible basis, our ability to accomplish its mission suffers, opportunities for achievement are lost, and the ability for our employees to reach their full potential is jeopardized.

d. Each of us is responsible for ensuring that the OAC/ANMC work environment is free from any form of discrimination or harassment. Such behavior erodes morale, undermines teamwork, and impedes performance goals and mission objectives. Unlawful discrimination will not be practiced, condoned, or tolerated to include workplace harassment. Allegations of harassment will be immediately investigated. Reprisal against anyone who engages in a protected activity, opposes discrimination or for participating in the discrimination complaint process will not be tolerated. When allegations of harassment or reprisal are substantiated, appropriate action will be taken.

e. EEO is the right of all persons to work and advance on the basis of merit, ability, and potential, free from social, personal, or institutional barriers of prejudice and discrimination. Diversity is defined as a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. For OAC/ANMC employees, EEO and Diversity mean several things. First and foremost, all employees will be treated and will treat all others with dignity and respect, regardless of background, in all matters relating to our mission and stakeholders. Second, all personnel matters for all employees will be based on merit principles and the laws and regulations supporting EEO. Third, violations of these merit principles, laws and regulations will not be tolerated. All allegations of EEO violations will be taken seriously and will be investigated. Appropriate actions will be taken when needed to address violations, and to prevent further incidents of discrimination. Finally, it is the responsibility of everyone assigned to OAC/ANMC to practice dignity and respect, to take required EEO and Diversity training and to report suspected or observed violations as they occur. In addition to the EEO complaint processes for Civilians, everyone is encouraged to report EEO concerns to their supervisors/management for resolution. Reprisal or retaliation against anyone for participating in the EEO process will not be tolerated. The EEO Office is available to advise and assist individuals, as well as management officials and supervisors.

SAAC-ZA (600b)

SUBJECT: Policy Letter #3 - Statement on Equal Employment Opportunity and Diversity

f. We strongly support and affirm the full implementation of equal employment opportunity through Model EEO Programs at every level within OAC/ANMC. Organizational leaders, supervisors, and managers hold a critical role and must ensure that all employment decisions are based on merit and in accordance with EEO principles to eliminate barriers that impede free and open competition in the workplace. Employees are also encouraged to report prohibited activity through their chain of command.

g. Individuals who perceive that they are victims of discrimination, including sexual harassment, must contact an EEO Official within 45 days of the incident. Complaints of discrimination will receive immediate attention and will be processed in accordance with Army Regulation 690-600. Additionally, any individual who believes that he or she was subjected to unlawful discrimination based on non-merit factors (such as sexual orientation, marital or parental status, or political affiliation) may file a complaint with the Office of Special Counsel and/or use the appropriate grievance procedures.

4. A copy of this policy will be posted on all official bulletin boards within the organization and made available upon request to all OAC/ANMC employees.

5. This policy supersedes any previous policies and is in effect until superseded or rescinded.

6. The point of contact is Mr. Charles Brooks, Director, ANMC Equal Employment Opportunity, EEO Office at (703) 692-6202 or email: charles.a.brooks.civ@army.mil.

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N.L.1230610262
KAREN DURHAM-AGUILERA
Executive Director

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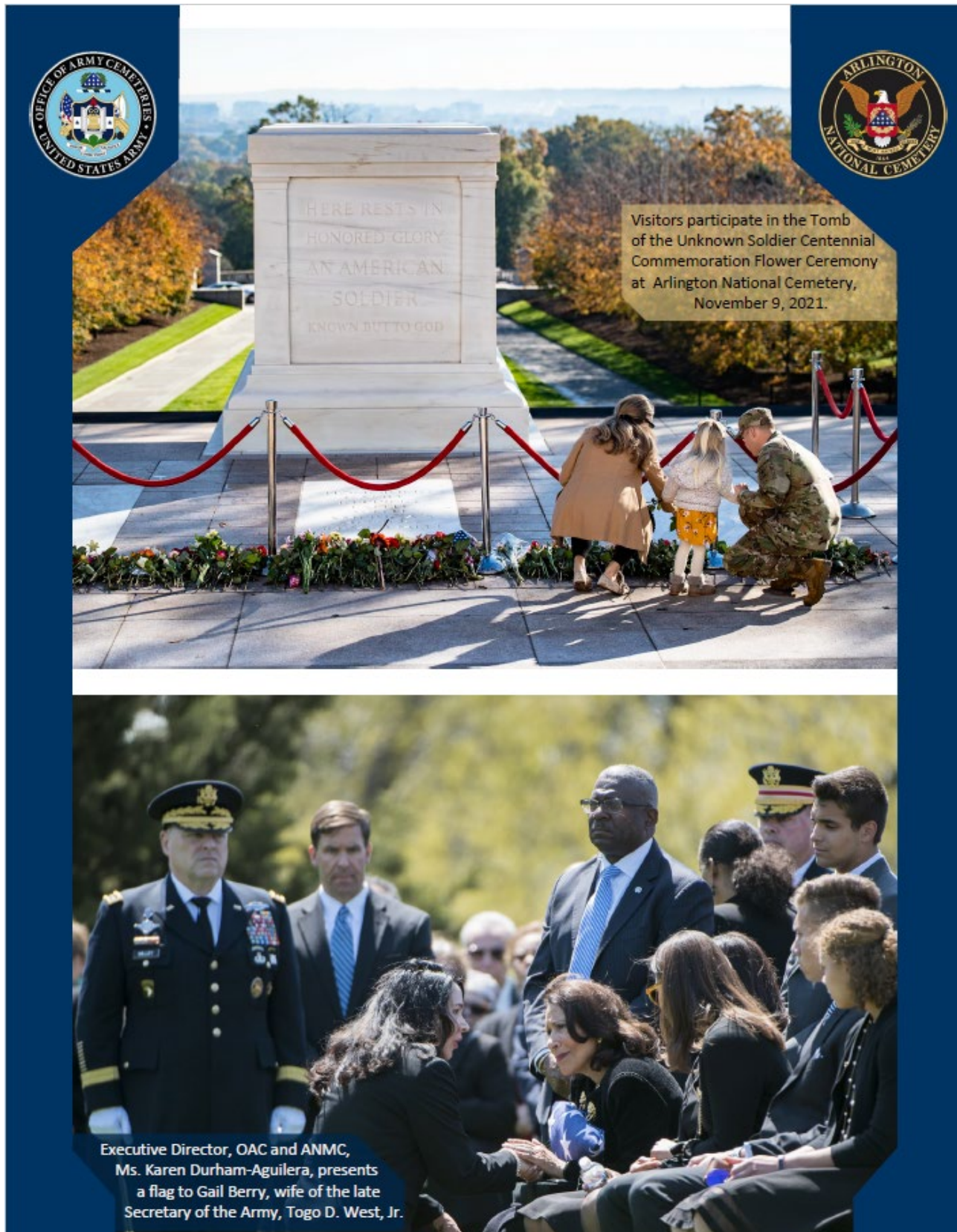
APPENDIX B: STRATEGIC PLAN



“They, and we, are the legacies of
an unbroken chain of proud men and women
who served their country with honor,
who waged war so that we might know peace,
who braved hardship so that we might know opportunity,
who paid the ultimate price so that we might know freedom.”

The President’s Memorial Day Address
Memorial Amphitheater
Arlington National Cemetery, May 25, 2009







Foreword

Note from the Executive Director:

.....

Most know Arlington National Cemetery (ANC) as a quiet place of reflection outside the bustle of our Nation's capital. Behind the scenes, a flurry of activity is required to deliver such stillness for our visitors, not just at ANC, but at every one of the 30 Army cemeteries around the Nation. Every day, hundreds of quiet professionals at the Office of Army Cemeteries (OAC) and Army National Military Cemeteries (ANMC)—together with key partners at the 3rd United States Infantry Regiment (The Old Guard), the Military District of Washington, Joint Base Myer-Henderson Hall, the National Parks Service, and the United States Army Corps of Engineers (USACE), to name a few—work tirelessly to uphold our Nation's promise to honor the service and sacrifice of our veterans.

President of Ukraine, Volodymyr Zelenskyy, visits ANC September 1, 2021, pictured with the Commander, Military District of Washington, MG Allan M. Pepin.



Every year ANC hosts over 3 million visitors and reaches millions more online through social media and educational modules provided free-of-cost to educators around the world. ANC conducts over 6,000 funeral services, holds over 3,000 wreath ceremonies, and hosts hundreds of distinguished visitors from around the globe. In recent years, ANC has welcomed dignitaries from many allied North Atlantic Treaty Organization (NATO) and Indo-Pacific nations such as Japan and South Korea, as well as from India, Taiwan, and Israel. Notably, ANC has recently hosted dignitaries from Sweden and Finland, NATO applicants recently ratified by the United States Senate. We are proud to set a global example and serve as ambassadors of our Nation's commitment to veterans for all foreign visitors to see.

The impressive and unrelenting feats accomplished at our cemeteries year after year require a talented and dedicated staff working in tandem, from interment services professionals guiding grieving families through committal services to interment operations, conservation, facilities, and horticulture experts maintaining the pristine beauty of the grounds and headstones. Engineers and cultural resource stewards navigating cemetery expansion and modernization while preserving our historical legacy. Operations and ceremonial teams managing the frenzy of activity while warmly welcoming our distinguished visitors. Public affairs specialists and historians telling our stories and conducting public outreach with the support of our information technology teams that keep us connected and secure our digital infrastructure, while our security professionals ensure the security of our physical infrastructure, guests, and workforce around the clock. All supported by a mighty staff of human resources, administrative, budget, policy, planning, acquisition, and legal professionals.



ANC Superintendent, Mr. Charles "Ray" Alexander, Jr. hosts Gen. Micael Bydén, Supreme Commander, Armed Forces of Sweden, Dec. 17, 2021.



Aerial photograph of Columbarium Courts 1-9, looking west towards the Memorial Amphitheater at ANC, Apr. 20, 2022.

This publication details who we are, what we do and where we are going. It includes the mission statements and explanation of the roles and responsibilities of both OAC and ANMC, as well as our vision for the future of the Army cemetery enterprise. Always aligned with our Army senior leaders, we share the same Army priorities. This publication describes how those priorities translate to our unique mission and how we put them into practice today to achieve our vision for the future. Furthermore, in keeping with the Secretary of the Army's emphasis on data-driven decisions, we have invested significant effort into implementing a rigorous assessment framework to measure our progress in meeting key objectives to reach our vision. Each year, new objectives and accompanying metrics will be crafted, briefed and evaluated in quarterly assessments briefs. We will maintain these assessments on file and add assessments from each subsequent fiscal year to record and track our progress over time. This program will be adapted as conditions require, ensuring that it remains an active, living program best-suited to ensure progress.

It is a privilege to serve those who have selflessly and faithfully served our nation. Our dedicated workforce strives every day to earn the public's trust and to ensure that everything we do in fulfillment of our sacred duties merits our nation's gratitude. As our vision states, we are: "Great people honoring service and sacrifice to a grateful Nation."

KAREN "KD-A" DURHAM-AGUILERA

Executive Director

Office of Army Cemeteries

Army National Military Cemeteries

Office of Army Cemeteries



◆ OAC is a Secretariat element within Headquarters, Department of the Army; the Executive Director of OAC serves as a Principal Official reporting directly to the Secretary of the Army. OAC is responsible for policy, training, and oversight of the Army cemetery enterprise, consisting of 30 Army cemeteries including two national cemeteries (ANC and the Soldiers' and Airmen's Home National Cemetery [SAHNC]). OAC formulates, promulgates, administers, and oversees doctrine, plans, and standards with all stakeholders. OAC establishes and maintains gravesite accountability and provides technical guidance, training, staff assistance, and inspections for cemetery responsible officials, public works departments, and others who care for Army cemeteries. OAC also adjudicates burial exceptions, disinterments, expansion requests, revisions to eligibility criteria, commemorative works requests and other issues of concern at both the national and post Army cemeteries.

OAC Mission:

As the Army's ceterierians, OAC provides oversight and expertise for all Army cemeteries through policy, program management, inspections, training, and assistance, honoring those laid to rest in perpetuity.

OAC also leads interagency coordination with partners such as the Office of the Secretary of Defense for Personnel and Readiness (OSD (P&R)), the National Cemetery Administration (NCA), the Defense POW and Accounting Agency (DPAA), Service Casualty Offices, and the American Battle Monuments Commission (ABMC). The Director, OAC serves as the defense federal officer to assist the Federal Advisory Committee Act (FACA) Advisory Committee, the Department of Defense (DoD) Naming Commission, and other similar bodies.



National Cemeteries (2)

Arlington National Cemetery,
Arlington, VA

Soldiers' and Airmen's Home National
Cemetery, Washington, DC

Army Post Cemeteries (16)

Aberdeen Proving Grounds Cemetery, MD

Carlisle Barracks Cemetery, PA

Camp Lewis Post Cemetery, WA

Edgewood Arsenal Cemetery, MD

Fort Benning Main Post Cemetery, GA

Fort Bragg Main Post Cemetery, NC

Fort Huachuca Post Cemetery, NM

Fort Knox Post Cemetery, KY

Fort Leonard Wood Post Cemetery, MO

Fort Meade Post Cemetery, MD

Fort Riley Post Cemetery, KS

Fort Sill Post Cemetery, OK

Presidio of Monterrey Main Post Cemetery, CA

Schofield Barracks Post Cemetery, HI

Watervliet Arsenal Post Cemetery, NY

West Point Post Cemetery, NY

Native American Cemeteries (4)

Bailtso Apache South Cemetery, Fort Sill, OK

Beef Creek Apache Cemetery, Fort Sill, OK

Chief Chihuahua Apache Cemetery, Fort Sill, OK

Comanche Indian Mission Cemetery, Fort Sill, OK

Enemy Prisoner of War Cemeteries (4)

Fort Campbell POW Cemetery, KY

Fort Drum POW Cemetery, NY

Fort Gordon German POW Cemetery, GA

Fort Gordon Italian POW Cemetery, GA

Army Plots in Private Cemeteries (3)

Fitzsimons General Hospital at Fairmount
Cemetery, Denver, CO

Fort Hayes at Green Lawn Cemetery,
Columbus, OH

Fort Wayne at Woodmere Cemetery, Detroit, MI

Criminally Incarcerated Cemetery (1)

United States Disciplinary Barracks
Cemetery, Fort Leavenworth, KS





OAC has facilitated, consolidated, and completed the gravesite, location, record, and descent accountability information for all those interred at Army cemeteries. Efforts are underway to make this information accessible to the public via the OAC gravesite explorer app. OAC is also championing the roll-out of the Enterprise Interment Services System (EISS), a national database intended to streamline operational processes including repairing and replacing grave markers. OAC is diligently working to increase the migration of EISS at all Army and DoD cemeteries.

OAC also facilitates any Native American burial and grave actions requiring resolution across the Army cemetery enterprise. One major initiative is the Carlisle Barracks Disinterment Program. In 1879, Carlisle Barracks became the site of the Carlisle Indian Industrial School, operated by the Department of the Interior until 1918. The school educated more than 10,000

Native American children representing over 50 tribes from across the nation. Children who died were interred in the Carlisle Barracks cemetery. OAC conducts outreach to determine Native American families' interest in returning their children buried in the Carlisle Barracks cemetery. In 2017, the first three children were disinterred and returned to their families with the support of the USACE, Carlisle Barracks garrison, and the Army War College. The project continued over the next several years, pausing only for COVID-19 concerns. In 2021, OAC returned the remains of nine children to the Rosebud Sioux Tribe of South Dakota and one Alaskan Native to St. Paul's Island. In July of 2022, OAC conducted seven disinterments for the Oneida, Aleut, Ute, Washoe, and Lower Umpqua Tribes. To date, OAC has had the privilege of conducting 28 disinterments to reunite Native American families with their children. Multiple tribes and families are in the process of requesting the return of their family members with OAC.

The Executive Director and Sergeant Major, OAC and ANMC, Ms. Karen Durham-Aguilera and SGM Patrick D. Thomas present American flags and extend condolences to Native American families.





Army National Military Cemeteries



ANMC Mission:

Arlington National Cemetery represents the American people for past, present, and future generations by laying to rest those few who have served our nation with dignity and honor while immersing guests in the cemetery's living history.

ANMC was established as a direct-reporting unit (DRU) under OAC and is responsible for the maintenance and operation of ANC, arguably the Nation's most visible cemetery, and the SAHNC in Washington, D.C. The Executive Director, OAC, is dual-hatted, serving also as the Executive Director of ANMC, a consolidation that allows for uniformity in direction and standards across the Army cemetery enterprise.

Founded in 1864 during the American Civil War, ANC is the final resting place for American veterans who have fought in every war since the Nation's inception. Over 150 years later almost 400,000 veterans and their family members are laid to rest at the cemetery. With the burials of two U.S. presidents, numerous historical figures, and the location of the Tomb of the Unknown

Soldier, the cemetery has grown in size, significance, and popularity through the years. A visit to this national symbol and shrine continues to remind each generation of the sacrifice members of the Armed Forces and their families make in the defense of freedom.

ANMC's motto is "**Honor-Remember-Explore.**" ANMC: **honors** the service and sacrifice of eligible service members, veterans, and their family members with dignity, compassion, and accountability; **remembers** those from each generation who have answered the call to serve by preserving cemeteries befitting of their sacrifices; and enables guests to **explore** the rich history of ANC and SAHNC and gain an appreciation for those who have defended our freedom and helped shape our Nation's history.

ANC's Capacity Challenge

Congress recognized ANC's iconic nature when passing the National Cemeteries Act of 1973, which transferred jurisdiction for all national cemeteries, except ANC and SAHNC, to the National Cemetery Administration (NCA). Retaining ANC under the Department of the Army preserved ANC's strict eligibility standards, which have only changed 14 times in the past 150 years with the last significant change in 1980. As of August 2022, there are currently ~74,000 burial spaces available with over 23 million active-duty service members, retirees, and veterans living today. ANC will run out of space for new burials without changes to eligibility by the year 2041 or the year 2060 with the approximately 80,000 additional opportunities gained with ANC's largest expansion to date: the Southern Expansion Project (SE). SE was initiated in the FY 2000 NDAA and is projected to be complete in 2027. Once out of space, ANC will not be able to serve as the final resting place for future generations of Service Members.

In accordance with Public Law 114-158, passed in February of 2017, the Secretary of the Army submitted a report to Congress on the capacity at ANC and what might be done to preserve the cemetery. Following submission of this report, ANC staff continued to analyze methods for extending the life of ANC. The Army conducted roundtable discussions with 32 veteran and military service organizations (VSO/MSO) from 2017-2018 and the Advisory Committee on ANC to create two public surveys which garnered over 250,000 responses (96% supported keeping ANC open and active for our nation's killed in action well into the future).

Recognizing ANC's challenge, Congress directed the Secretary of the Army to prescribe revised interment eligibility criteria with the passing of the FY19 National Defense Authorization Act. With implementation of the revised eligibility, ANC is projected to continue to have ground burial space available until 2170s.

ANC is our nation's most hallowed shrine to military service. The proposed criteria preserve in-ground burial space for those with "extraordinary" military service, including those killed in action or recipients of the Medal of Honor, Distinguished Service Medal (with armed conflict service), Silver Star, or Purple Heart. Without changes to eligibility a future service member born today who is killed in action in 40 years will not be able to be buried at ANC because space will not be available. The most significant change is that retirees (without other eligibility) will no longer be eligible for in-ground burial but will remain eligible for above-ground burial with the same level of military funeral honors. If approved, the revised eligibility criteria will be implemented 30 days after the date it is published in the Federal Register. The 6,000+ families in the queue will remain as currently eligible and can proceed as planned. Only new cases initiated after the implementation date will be affected.

Revised eligibility at ANC will not affect eligibility at the nearly 155 VA national cemeteries and 138 state, territorial, and tribal veterans' cemeteries, which are the national standard for veteran burials. VA cemeteries provide military funeral honors, supported by DoD and VSOs, in accordance with law.





Vision

**“ It is only
through change
that we will
best preserve
tradition ”**

◆ We are privileged to honor the service and sacrifice of those laid to rest at our cemeteries. This solemn duty is captured in a singular vision that drives what we do each and every day:

**Great people honoring service and
sacrifice to a grateful Nation**

Our dedicated workforce strives every day to earn the public's trust and ensures everything we do in fulfillment of our sacred duties is worthy of our Nation's gratitude. But what makes our people great? While they are quiet professionals, passionate about serving those who serve, they are also change agents. Over the years the cemetery has adapted to overcome challenges. We have transformed an antiquated paper record-keeping system into a digital repository we continue to evolve to address arising challenges with increased complexity. We have adopted newer burial techniques, such as pre-set crypts, in order to maximize dwindling burial space and have modernized equipment to increase safety, efficiency, and sustainability. These innovations have made us more responsive to veterans and their families and better able to fulfill our mission to the American public. With the world changing at an ever-increasing pace, I ask that our workforce lean in and strive to be ever nimbler and quicker to adapt, for it is only through change that we will best preserve tradition.



Our Priorities - People

People are at the heart of everything we do. It is only through a recruiting and sustaining a talented workforce and a culture built on teamwork and trust that we can effectively perform our mission and ensure the highest quality family and visitor experience. We echo the Secretary of the Army's sentiment that character and culture matter and are committed to best practices to attract, retain, and develop the best people so we can best serve others.

Over the next 5 years, we are improving how we recruit talent, starting with completing our Strategic Recruitment Plan. We share our senior leaders' commitment to selecting the best possible leaders and developing them from the top down and bottom up. We will only accept top-quality talent to serve this most sacred mission. We believe strongly that the Secretary of the Army's commitment to attract Americans from all backgrounds, talents, and geographies will help yield the best talent. As such, we will improve mechanisms to emphasize diversity, equity, and inclusion practices.

Retaining the best talent will require sustaining a positive command climate. We will increase our efforts toward prevention-oriented approaches to addressing harmful behaviors in the workplace and take concrete measures to reduce employee turnover and identify succession plans for our workforce. As part of our retention efforts, we will focus on developing our people by prioritizing our employee training and leadership development program as part of our broader efforts to improve employee engagement.

To better serve others, over the next 5 years we will continue developing our Carlisle Barracks Disinterment Program by completing our guiding plan and increasing outreach efforts. We will actively work to reduce the ANC interments verification and scheduling queue and improve the customer experience for those waiting in the queue through measures such as reducing call back times and eligibility determinations. Additionally, we will work to build upon the progress made over the COVID-19 pandemic in virtual engagement by producing more educational modules for the public, as well as focus efforts on physical interpretation around ANC.



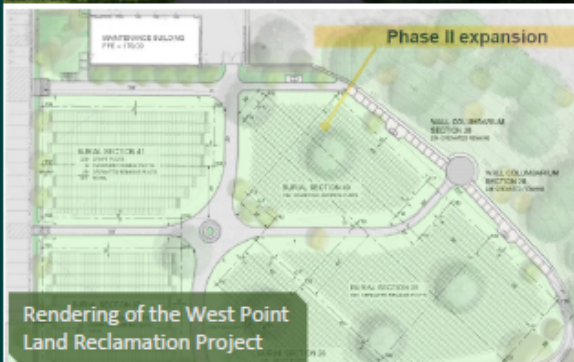
Elva Hernandez, Suzy Maddox, and Paula Davis sit in front of Davis' son's gravesite in Sect. 60 of ANC, May 29, 2017. All three women have sons buried in Sect. 60 - Corp. Joseph Hernandez, Sgt. Matthew Maddox, and PFC Justin Davis.



Our Priorities - Modernization



Southern Expansion



Rendering of the West Point Land Reclamation Project



Renderings of the Southern Expansion Project

Our cemeteries are a perpetual tribute to those at rest. We focus on modernization to sustain and extend this tradition for future generations. We share the Secretary of the Army's commitment to innovation and are increasing our efforts to embrace emerging technologies to become more effective and efficient.

Over the next 5 years, we will aim to complete our largest expansion to ANC to date, the Southern Expansion and Defense Access Road Projects, on time and within budget. This expansion will add an additional 38 acres and approximately 80,000 burial spaces to ANC. The latest burial techniques, such as pre-set crypts, will be incorporated to maximize burial space. LED lighting will also be incorporated in the design, eliminating waste and disposal costs and reducing energy consumption compared to the older florescent lamps that are in the phasing-out process across the rest of the cemetery. With the completion of the roads program, ANC's physical

infrastructure will be modernized on four of its thoroughways.

OAC is also assisting with the West Point Cemetery Land Reclamation Project, which will extend in-ground, casketed burials to 2035 and cremated burials to 2100 with the addition of niche walls and present crypts.

In addition to physical infrastructure, ANC will undergo modernization of its digital infrastructure. EISS, a geospatially-aware decedent database of record for all Army cemeteries, will be integrated across all 11 DoD Cemeteries, expand capabilities, and migrate from multiple aging legacy tools into a single hardened platform for improved confidentiality, integrity, and availability of cemetery data to support cemetery operations. Lastly—and perhaps our most ambitious effort—we will seek to further automate, as much as feasible, our burial service request, eligibility, and scheduling services to provide additional transparency and efficiency.

Our Priorities - Readiness



◆ We deliver on our sacred mission by maintaining readiness through the optimal management of our valuable resources. We understand the importance of maintaining a sustainable, strategic path amidst fiscal uncertainty. Our ability to sustain existing infrastructure restoration and maintenance and operations at a consistently high level depend on our ability to smart resource allocation to optimize and streamline business operations. Critical to this continuous process is managing our logistical and contracting processes to minimize waste and conserve valuable resources. Over the coming years, we seek to implement an Acquisition Strategy, operating procedures, and internal and external reviews for continual improvement and accountability. One facet of improving our acquisition process is to expand the headstone procurement and installation process across all Army and DoD cemeteries.

We will also focus on one of our most valuable resources: dwindling burial space at ANC. Space optimization has long been a vital component of burial management at ANC and solutions to space challenges are always being explored. In January of 2020, ANC published a Burial Management Plan which operationalized additional practices to optimize space and

has also identified parcels within the cemetery that have the potential to garner additional burial capacity, both above and below ground. These efforts, however, even when combined with the additional burial capacity Southern Expansion Project will yield, only extends the life of ANC to the mid-2060s. After years of extensive analysis, dialogue, and study, it is clear ANC will not remain an active cemetery able to honor our Nation's future veterans without changes to eligibility. To remain ready to serve future generations of service members, veterans, and their families we will support implementation of senior leader decisions regarding extending the life of ANC.

Supporting plans and programs will ensure successful navigation of our readiness challenges. In coming years, we will seek to complete an ANC Space Utilization Plan to maintain adequate spaces to accommodate our workforce through the completion of Southern Expansion. We will continue to leverage our Organizational Inspection Program of Army Cemeteries and Program Management Plan to keep us current on best practices for providing support to our post cemeteries and ensuring perpetual care for the graves of our nation's service members, veterans and their families.





“They, and we, are the legacies of
an unbroken chain of proud men and women
who served their country with honor,
who waged war so that we might know peace,
who braved hardship so that we might know opportunity,
who paid the ultimate price so that we might know freedom.”

The President’s Memorial Day Address
Memorial Amphitheater
Arlington National Cemetery, May 25, 2009



APPENDIX C: ANTI-HARASSMENT POLICY AND PROCEDURES



DEPARTMENT OF THE ARMY
OFFICE OF ARMY CEMETERIES
1 MEMORIAL AVENUE
ARLINGTON, VIRGINIA 22211-5003

SAAC-EEO (600b)

4 January 2024

MEMORANDUM FOR All Office of Army Cemeteries and Army National Military Cemeteries Personnel

SUBJECT: Policy Statement on Harassment

1. The Office of Army Cemeteries and Army National Military Cemeteries (OAC/ANMC) is committed to a workplace free from harassment based upon race, color, sex (this includes sexual orientation, pregnancy, and gender identity), religion, national origin, age (40 and over), disability, reprisal, marital status, parental status, or genetic information (predisposition to disability). Any employee who reports harassment or provides information related to workplace harassment is protected against reprisal or retaliation, which will not be tolerated. Harassment violates the standards of respect, loyalty, and integrity required from all OAC/ANMC employees, Service Members and Civilians.

2. As the most senior leader of OAC/ANMC, we have a personal commitment and responsibility to ensure that our workplace is free of harassment, and it is imperative that everyone understands what constitutes harassment. Harassment is any unwelcome verbal or physical conduct perpetrated due to one or more legally protected bases that (1) is sufficiently severe or pervasive enough to create a hostile work environment; or (2) when it results in a tangible change in an employment status or benefits (e.g., demotion, termination, failure to promote, etc.).

3. A discriminatory hostile work environment occurs when unwelcome verbal or physical conduct involving protected bases unreasonably interferes with an employee's work performance and/or creates an intimidating, hostile, or offensive work environment. Anyone in the workplace might commit this type of harassment (i.e., management official, co-worker, or non-employee such as a contractor, vendor, or guest). The victim can be anyone affected by the conduct, not just the individual at whom the offensive conduct is directed. This organization strictly prohibits any harassing behaviors, including, but not limited to:

- a. Unwelcome sexual advances, requests for sexual favors, and all other verbal or physical conduct of a sexual nature.
- b. Making or threatening reprisals for refusing sexual favors.
- c. Repeated requests for dates or questions about one's sex life or experiences.

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SUBJECT: Policy Statement on Harassment

d. Unwelcome physical contact such as pinching, kissing, inappropriately touching another employee, or impeding another employee's normal work movement.

e. Slurs, jokes, posters, cartoons, pictures, offensive gestures, derogatory remarks, negative stereotyping, or offensive sounds that are based upon any protected status or directed towards an employee due to a protected status.

f. Acts of physical violence, threats of physical violence, or other physically intimidating behavior directed toward an employee due to a protected status.

g. Continuous discriminatory activities, engaged in because of an employee having a protected status that is not explicitly sexual (or related to other protections such as race, age, etc.) (e.g., unequal distribution of work, lack of assistance when such assistance is provided to those outside the protected status, hiding work tools or equipment, etc.).

4. All reports of harassment will be addressed through a prompt, thorough, and impartial investigation as soon as the organization has been put on notice and regardless of any formal grievance processes that may be in process. Managers and supervisors will determine if there is sufficient evidence to corroborate the allegations and take prompt and effective action as warranted. The purpose of this investigation is to ensure managers and supervisors address unwelcome conduct before it escalates to the unlawful level or becomes severe or pervasive enough to constitute a hostile work environment. The investigation will be conducted in a prompt and confidential manner in order to protect all parties involved and shall commence and conclude promptly. Any corrective action that may need to be taken must be undertaken promptly after receipt of the harassment allegation. There will be no retaliatory action(s) against the reporting employee for filing a harassment complaint in any process. The investigation will take place regardless of an employee's election to proceed with another grievance procedure, if they report the matter outside of their chain of command, and/or if they ask the manager not to take any action. We expect managers and supervisors to fully address such matters in line with their duty to act.

5. If you believe you were a victim of any form of harassment, you should report the alleged act immediately to a manager or supervisor with authority to act, appropriate officials of OAC/ANMC's Equal Employment Opportunity (EEO) Office, and/or your commanding officer.

6. All managers and supervisors are responsible for making sure our workplace is a positive and safe environment for our employees – free from any and all discrimination, harassment, intimidation, or other prohibited behaviors. Managers, supervisors, and employees will be held accountable with immediate and appropriate corrective action if it is determined that harassment and/or other prohibited behaviors occurred, allowed the harassment to continue, or that organization officials failed to properly respond to

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SUBJECT: Policy Statement on Harassment

harassment allegations without taking the proper duty steps to act (i.e., investigating the matter promptly, taking any appropriate action), and communicating with the reporting employee the results of the investigation without violating the privacy of the accused). Every OAC/ANMC employee must be committed to ensure that OAC/ANMC's mission is not compromised by unacceptable behaviors such as harassment, regardless of the form.

7. If you are a former or current OAC/ANMC employee, or an applicant for employment, and you believe you were harassed based on a protected category, you may contact the EEO Office at (703) 692-6202 or email: usarmy.pentagon.hqda-anc-osa.mbx.eeo@army.mil.

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Executive Director

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APPENDIX D: REASONABLE ACCOMMODATIONS PROCEDURES



DEPARTMENT OF THE ARMY
OFFICE OF ARMY CEMETERIES
1 MEMORIAL AVENUE
ARLINGTON, VIRGINIA 22211-5003

SAAC-ZA (600A)

13 July 2022

MEMORANDUM FOR All Office of Army Cemeteries and Army National Military Cemeteries Personnel

SUBJECT: Policy On Reasonable Accommodation for Persons with Disabilities

1. References.

- a. HQDA, Memorandum, SAMR-ZA, 17 March 2009, Subject: US Army Procedures for Providing Reasonable Accommodation for Individuals with Disabilities.
- b. Executive Order (EO) 13164, "Establishing Procedures to Facilitate the Provision of Reasonable Accommodation," 26 July 2000
- c. Section 504 of the Rehabilitation Act of 1973, as amended 29 U.S.C. § 794 (L. 93-112, 87 Stat. 355, enacted September 26, 1973)
- d. The Americans with Disabilities Act (ADA) of 1990, July 26, 1990
- e. AR 600-7, Unlawful Discrimination on the Basis of Disability In Programs and Activities Receiving Federal Financial Assistance from or Conducted by the Department of the Army, 10 March 2020.

2. PURPOSE: This policy provides guidance for submitting and processing requests for Reasonable Accommodations for Individuals with Disabilities and applies to civilian employees and applicants for employment. This policy also outlines the roles and responsibilities of supervisors, their civilian employees and applicants who make reasonable accommodation request. The objectives of this document are to:

- a. Establish procedures to support the prompt, fair, and efficient processing of requests for reasonable accommodation.
- b. Ensure employees and applicants for employment have full access to equal employment opportunities regardless of mental or physical disability.
- c. Ensure representatives, i.e., Family Members, Healthcare Professionals are provided with a venue to request reasonable accommodations on behalf of employees and applicants for employment.

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d. Ensure supervisors of civilian employees comply with the provisions of the Americans with Disabilities Act Amendments Act (Public Law 110-325) (ADAAA), effective 1 January 2009, amending the ADA of 1990 and the Rehabilitation Act, and expanding the definition of the term "disability."

e. Ensures leaders at all levels promote and provide the necessary resources for the reasonable accommodation process.

3. APPLICABILITY: These procedures apply to all employees and applicants for employment within the purview of OAC/ANMC. These procedures do not apply to Uniformed Members of the military, visitors at OAC/ANMC, and Uniformed Members of the Military working part-time for Non-Appropriated Fund Activities.

4. KEY TERMS AND DEFINITIONS:

a. Essential Function: Job duties that are so fundamental to the position that without them the individual would be unable to perform the job. A function is "essential" if, among other things, the reason the position exists is to perform that function; there are a limited number of other employees available whom the performance of that job function could be distributed; or, the function is highly specialized so that the incumbent is hired based on his/her expertise or ability to perform it. Determination of the essential functions of a position must be made on a case-by-case basis.

b. Reasonable Accommodation: A change in the work environment or in the way things are customarily done that enables an employee or applicant with a disability to enjoy equal employment opportunities.

c. Disability Program Manager (DPM): Review requests for reasonable accommodations and provides recommendations to supervisors responsible for taking action on reasonable accommodations request.

d. Persons with Disability (PWD)/Persons with Targeted Disability: Individual who has a mental or physical disability that substantially limits one or more major life activity or bodily function, has a record of such impairment, or is regarded as having such impairment. Individuals who are solely regarded as having a disability are not entitled to reasonable accommodation. Persons with a targeted disability is a subset of PWD. Targeted disabilities are defined as disabilities that the government has, for several decades, emphasized in hiring because they pose the greatest barriers to employment, such as blindness, deafness, paralysis, convulsive disorders, and mental illnesses, among others.

e. Qualified Person with a Disability: Individual with a disability that is otherwise qualified or capable of performing the essential functions of a job with or without a reasonable accommodation.

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f. Physical or Mental Impairment:

(1) Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, hemic and lymphatic skin, and endocrine

(2) Any mental or psychological disorder such as mental retardation, organic brain syndrome, traumatic brain injury, emotional or mental illness, and specific learning disabilities.

g. Major Life Activities: Functions such as caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. A major life activity also includes the operation of major bodily functions such as functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions. This is not an exhaustive list, but is representative of the types of activities that may be considered major life activities/bodily functions.

h. Equal Employment Opportunity (EEO) Officer: The individual designated by the activity commander to administer the activity's EEO program. This includes managing the Special Emphasis Programs which includes the Individuals with Disabilities Program.

i. Interactive Process: The ongoing communication between the requestor (employee/applicant for employment) and supervisor(s) (or Human Resources personnel for applicants) regarding a request for reasonable accommodation.

j. Disability Program Manager (DPM). A DPM is familiar with the principles of personnel management and serves as a resource for supervisors and managers with respect to potential and actual requests for reasonable accommodations. The DPM facilitates the reasonable accommodation process by assisting the parties involved in gathering, assembling and tracking necessary medical documentation in support of reasonable accommodation request. The DPM facilitates the reasonable accommodation process and shall not serve as an advocate for management or employees.

k. Undue Hardship: The determination of undue hardship should always be made on a case-by-case basis and should take into account the nature and cost of the reasonable accommodation needed and the impact of the accommodation request on the operations and mission of the agency. If a specific type of reasonable

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accommodation causes significant difficulty or expense, on the operation and mission of the agency, the agency is under no obligation to provide the requested accommodation.

l. Extenuating Circumstances: Situations that are very limited and includes circumstances such as waiting for information/documentation from an individual's healthcare provider or factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. Extenuating circumstances may include; but is not limited to occasions in which equipment must be back-ordered or, where reassignment is being explored as an accommodation option.

m. Alternative Dispute Resolution (ADR): A variety of techniques and methods used to resolve disputed issues; including but not limited to facilitation, mediation, fact-finding or any combination thereof.

n. Decision-Maker: The decision-maker is the agency official within the employee's chain of command, usually the employee's immediate supervisor. In the case of an applicant for employment, the decision maker will generally be the selecting official or an agency official in the selecting official's chain of command or a Human Resources staff member assigned to process the vacancy announcement giving rise to the particular accommodation request.

o. Computer-Electronic Accommodations Program (CAP -www.tricare.mil/cap). The Computer/Electronic Accommodations Program, a centrally funded reasonable accommodation program that provides assistive technology to people with disabilities, federal managers, supervisors, and Information Technology professionals. CAP increases access to information and works to remove barriers to employment opportunities by eliminating the costs associated with providing assistive technology solutions for reasonable accommodation request.

p. Agency Attorney/Labor Counselor. The agency attorney/labor counselor provides legal advice and assistance to military and civilian managers and supervisors regarding civilian personnel, labor relations, and EEO-related issues. Agency attorney /labor counselors are available to provide advice to decision makers and to DPMs at the earliest possible stage to ensure management's actions not only comply with applicable laws, directives, regulations and guidance but that they are legally defensible and otherwise appropriate.

5. REASONABLE ACCOMMODATION INTERACTIVE PROCESS:

a. Request for reasonable accommodations may be filed by an employee or applicant for employment for an adjustment in job duties or a change in the work environment, in the application process, or for a benefit or privilege of employment for a reason related to a medical condition. The request will be processed on a case-by-case

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basis and the outcome of each case, may vary depending on the facts and circumstances surrounding the accommodation request.

b. A Family member, healthcare professional, or other representative may request a reasonable accommodation on behalf of an individual seeking a reasonable accommodation. The initial request may be either verbal or written. The request does not have to be in a prescribed format or use any special words, such as "reasonable accommodation," "disability," or "Rehabilitation Act."

c. The reasonable accommodation process begins as soon as the request for accommodation is made. If a verbal request is made processing should begin immediately, even if written confirmation has not been provided by the person desiring the reasonable accommodation.

d. The requestor must complete a "Request for Reasonable Accommodation" (see form 51-1 request for reasonable accommodation) to document an earlier verbal request or to initiate a written request to his/her supervisor.

e. A reasonable accommodation request should be submitted to the first-line supervisor or alternatively to an EEO Official by the requestor. The requestor should include proper medical documentation to facilitate timely and efficient processing of the reasonable accommodation request. When a request for reasonable accommodation is submitted to the first-line supervisor, the supervisor will forward a copy of the request to EEO for review and issuance of a tracking number. EEO will assign the reasonable accommodation request a control number and return the reasonable accommodation request to the immediate supervisor within one business day (24 hours) of receipt for processing.

f. Reasonable accommodation request must be considered on a case-by-case basis as the facts and circumstances may vary. A requester who needs a specific type of reasonable accommodation on a repeated or regular basis (i.e., sign language interpreter) or for episodic conditions (i.e., asthma, cancer in remission) is only required to make the first request. However, appropriate notice must be given to the first line supervisor, each time an accommodation is needed.

g. In cases where the disability is obvious and the need for accommodation and type of accommodation required is clearly obvious, extensive discussions are not necessary. However, relevant issues should be discussed, with the goal of establishing and clarifying the roles and responsibilities of each individual involved in the accommodation request.

6. RESPONSIBILITIES:

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SUBJECT: Policy On Reasonable Accommodation for Persons with Disabilities

a. Requester:

(1) May request a reasonable accommodation based on a disability, either orally or in writing to his/her supervisor. The reasonable accommodation process begins when the requester informs his/her manager or supervisor in his/her immediate chain of command, the organization's servicing EEO Office, the Human Resources Office, or the DPM.

(2) When the disability and/or need for accommodation is not obvious, the employee or applicant for employment may be asked to provide appropriate medical information regarding the functional impairment and/or limitations regarding the requested accommodation.

(3) Applicants for employment should process request for reasonable accommodations through the Human Resources Specialist responsible for the recruitment action that generated the accommodation request.

(4) The requester must submit a written Confirmation Request for Reasonable Accommodation by submitting the request to his/her immediate supervisor or the DPM. The DPM will assign the Reasonable Accommodation Request a tracking number and return it to the requester's supervisor or in the case of an Applicant for employment, to the Human Resource Specialist responsible for processing the vacancy announcement.

b. First-line supervisor(s) should:

(1) Actively participate in the interactive process with the requester and contact Civilian Personnel office and the EEO Office DPM to ensure documentation and timelines are handled properly.

(2) The time necessary to process a request for accommodation will generally depend on the nature of the accommodation requested and whether additional medical or supporting documentation is essential in processing the requested accommodation. Absent extenuating circumstances, the decision maker should take reasonable effort to grant, modified, or denied a request for accommodation within 30 business days from the date the accommodation was requested.

(3) Maintain meticulous records in order to document delays in processing a requested accommodation; and should the need arise be in a position to provide the requester with written explanations for any significant delays in processing the accommodation request. Moreover, supervisors involved in processing accommodation request should only request documentation consider relevant to processing the requested accommodation.

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(4) Supervisors should collect information directly from the individual requesting the reasonable accommodation; especially in instances in which the information may affect the individual's rights, privileges, and employment benefits. Moreover, information pertaining to accommodation requests should only be disclosed to supervisors or managers who have an official need for the information as a consequence of their involvement in processing the requested accommodation.

(5) Appropriate administrative, technical, and physical safeguards must be followed to insure the security and confidentiality of request for reasonable accommodation records. Failure to properly safeguard sensitive information about an individual could result in substantial harm, embarrassment, inconvenience or unfairness to individuals and may subject the organization to additional risk.

(6) Maintain individual files regarding accommodation request separate from official personnel files. Medical information must be kept confidential and should be maintained for the duration of the employee's tenure with the command. This will ensure that employees are not required to provide medical documentation previously submitted in conjunction with reasonable accommodation request.

c. DPM should:

(1) Refer any requests received by the EEO Office to the appropriate supervisor or decision maker. Confirm receipt of all accommodation requests.

(2) Educate and provide information to management on the process for handling reasonable accommodation requests.

(3) Encourage first-line supervisors to communicate and engage in the interactive process with individuals requesting reasonable accommodations.

(4) Monitor and track requests for reasonable accommodations.

(5) Document and record all requests for reasonable accommodation for proper recordkeeping in addition to insuring data collected during the interactive accommodation process is maintain for a minimum of three years

(6) EEO Officials will monitor and communicate recommendations based on panel discussions, but do not have the authority to make decisions on requests for reasonable accommodation. The DPM does not advocate on behalf of the requestor or management.

(7) Provide employees with information regarding the reasonable accommodation process.

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SUBJECT: Policy On Reasonable Accommodation for Persons with Disabilities

(8) Take proactive measures in searching out and considering possible accommodations.

(9) Assist in processing request for adaptive devices, sign language interpreter, and removal of architectural barriers, accessible parking, and alternative methods (i.e., Braille, larger print).

7. MEDICAL DOCUMENTATION:

a. The requestor must submit supporting documentation with any request for reasonable accommodation, unless the medical condition or affects are obvious to all parties involved. The medical information should describe the nature of the job, essential functions the employee is expected to perform, and any other relevant information. The medical documentation must specify:

(1) Past, present, and expected continuing nature, severity and duration of the impairment (i.e., functional limitations, symptoms, side effects or any treatments, etc.).

(2) Activities the impairment limits.

(3) Extent of the limitations.

(4) Reason(s) the requestor requires reasonable accommodation, and how it will assist the requestor in performing the essential functions of the job, applying for employment or enjoying a benefit in the work environment.

b. The agency has the option of requesting additional supporting documentation if the information submitted does not clearly explain the nature or severity of the disability and the nexus between the accommodation requested and the medical condition affected. The request for additional medical documentation should be made in writing and require only information that is crucial to determining the need or lack thereof, for the accommodation requested.

c. Medical documentation gathered in response to a reasonable accommodation request must be maintained, secured, and protected from unauthorized disclosure. Moreover, special care should be taken by supervisors, leaders and individuals acting on request for reasonable accommodations to avoid comingling medical documentation with official personnel files.

d. Medical documentation may not be required and or needed for obvious medical conditions. However, supporting medical documentation may be needed in situations where the effects of the medical condition on a major life activity, performance or

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SUBJECT: Policy On Reasonable Accommodation for Persons with Disabilities

essential functions of a job or work environment are not obvious or readily determinable. Supervisors should make a written request for additional medical information, through the individual requiring the reasonable accommodation by utilizing EEO Form 51-2 (Medical Information Sheet).

e. Authorization for Disclosure of Medical or Dental Information (Department of Defense Form 2870) will be used to request medical records maintained at military Medical Treatment Facilities. The use and/or disclosure of an individuals' protected health information is necessary in order for the DPM to process the reasonable accommodation request. The employee or applicant should check "OTHER," Block 7 of DD Form 2870 and write "reasonable accommodation request" in the space provided. In most cases, entire medical records may not be requested or furnished because they are likely to contain information unrelated to whether an employee or applicant can perform the essential job functions.

8. Personal Assistance Services (PAS).

a. For many persons with targeted disabilities (PWTD), Personal Assistance Services help make employment possible. People with significant disabilities use PAS in the workplace on a day-to-day basis, to do those things that allow them to be at work, but without PAS, they could not. Examples of workplace PAS vary, but may involve activities such as retrieving materials out of reach, putting on or removing outerwear, assistance with eating, assistance using the restroom, job related travel, services during telework, etc. PAS is not required to be provided for commuting to and from work or for medical services, such as providing shots or prescribing medication.

b. OAC/ANC must provide personal assistance services during work and job related travel for eligible employees. To be eligible, the individual must have a targeted disability and the assistance must be tied to their type of disability. Once the PAS has been provided, the employee must be able to safely perform the essential functions of the job without posing a direct threat to safety. Finally, OAC/ANC will provide the PAS as long as it does not pose an undue hardship on the organization

(1) We have flexibility in locating PAS for our employees. ANMC/ANC can choose to work with a PAS provider, assign a current employee to perform these tasks as their primary job, or hire a full-time employee or contractor to provide the services.

(2) Employees will request PAS using the current Disability Reasonable Accommodation request procedure outlined herein. Two types of Personal Assistance are identified and annotated below:

(a) PAS are job-related services, which enable PWTD to apply for the job, perform job functions, or enjoy benefits and privileges of the job (e.g., notetaking, typing, or filing).

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SUBJECT: Policy On Reasonable Accommodation for Persons with Disabilities

(b) PAS enable PWTD to participate/be in the workplace, (e.g., assistance with eating, or putting on and taking off outerwear).

9. Actions On Request for Reasonable Accommodation.

a. The requestor must be notified in writing of the decision on his/her request for reasonable accommodation by his/her chain of command. The response memo must outline the basis for the initial request and the provisions for granting the request, if approved. DPMs will coordinate, as needed with the servicing agency attorney/labor counselor prior to providing a decision maker with any recommendations in connection with a request for accommodation. Legal reviews must be conducted for all proposed reasonable accommodation denials.

b. If the reasonable accommodation is granted, the agency must make the necessary provisions to provide the reasonable accommodation requested. There may be some limitations or restrictions based on the agency's mission and requirements and the requestor will be properly advised of any adjustments or revisions.

c. A reassignment is the accommodation of last resort. A reassignment may be considered if no other accommodations are available to enable the employee to perform his/her current job, or if the only effective accommodation would cause undue hardship. However, the employee must be "qualified" for any new position and the following should be considered:

(1) If positions are available, the supervisor will work with CPAC to identify all vacant positions within the agency for which the employee may be qualified, with or without the accommodation; and

(2) The agency will first consider positions which are equivalent to the employee's current job in terms of pay, status, and other relevant factors. If there are no such vacant equivalent positions, the agency will consider vacant lower level positions for which the requestor is qualified.

(3) If there is a vacant position outside of the employee's commuting area, and if the employee is willing to relocate, the agency is not obligated to pay for the employee's relocation.

d. If management denies a request for reasonable accommodation, the requestor may file for reconsideration and provide additional supporting medical documentation; or pursue an EEO complaint, a Merit Systems Protection Board (MSPB) appeal or utilize the negotiated grievance procedures:

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SUBJECT: Policy On Reasonable Accommodation for Persons with Disabilities

(1) For an EEO complaint pursuant to 29 C.F.R § 1614, contact an EEO Official within 45 calendar days from receipt of the notice of denial of the reasonable accommodation request;

(2) For an MSPS appeal, initiate an appeal to the MSPB within 30 calendar days of an appealable adverse action as defined in 5 CFR § 1201.3; and

(3) For the negotiated grievance procedure, file a grievance in accordance with the provisions of the local, applicable collective bargaining agreement.

e. When a reasonable accommodation cannot be granted due to inadequate medical documentation to substantiate the request, management may consider granting an "agency allowance" depending on the unique circumstances of the request. An agency allowance is temporary in duration and may be altered or revoked based on the mission requirements of the agency.

f. The point of contact for questions or concerns is the ANMC EEO Office at usarmy.pentagon.hqda-anc-osa.mbx.eeo@army.mil

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APPENDIX E: PERSONAL ASSISTANCE SERVICES PROCEDURES



DEPARTMENT OF THE ARMY
OFFICE OF ARMY CEMETERIES
1 MEMORIAL AVENUE
ARLINGTON, VIRGINIA 22211-5003

SAAC-ZA (600A)

13 July 2022

MEMORANDUM FOR All Office of Army Cemeteries and Army National Military Cemeteries Personnel

SUBJECT: Policy On Reasonable Accommodation for Persons with Disabilities

1. References.

- a. HQDA, Memorandum, SAMR-ZA, 17 March 2009, Subject: US Army Procedures for Providing Reasonable Accommodation for Individuals with Disabilities.
- b. Executive Order (EO) 13164, "Establishing Procedures to Facilitate the Provision of Reasonable Accommodation," 26 July 2000
- c. Section 504 of the Rehabilitation Act of 1973, as amended 29 U.S.C. § 794 (L. 93-112, 87 Stat. 355, enacted September 26, 1973)
- d. The Americans with Disabilities Act (ADA) of 1990, July 26, 1990
- e. AR 600-7, Unlawful Discrimination on the Basis of Disability In Programs and Activities Receiving Federal Financial Assistance from or Conducted by the Department of the Army, 10 March 2020.

2. PURPOSE: This policy provides guidance for submitting and processing requests for Reasonable Accommodations for Individuals with Disabilities and applies to civilian employees and applicants for employment. This policy also outlines the roles and responsibilities of supervisors, their civilian employees and applicants who make reasonable accommodation request. The objectives of this document are to:

- a. Establish procedures to support the prompt, fair, and efficient processing of requests for reasonable accommodation.
- b. Ensure employees and applicants for employment have full access to equal employment opportunities regardless of mental or physical disability.
- c. Ensure representatives, i.e., Family Members, Healthcare Professionals are provided with a venue to request reasonable accommodations on behalf of employees and applicants for employment.

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d. Ensure supervisors of civilian employees comply with the provisions of the Americans with Disabilities Act Amendments Act (Public Law 110-325) (ADAAA), effective 1 January 2009, amending the ADA of 1990 and the Rehabilitation Act, and expanding the definition of the term "disability."

e. Ensures leaders at all levels promote and provide the necessary resources for the reasonable accommodation process.

3. APPLICABILITY: These procedures apply to all employees and applicants for employment within the purview of OAC/ANMC. These procedures do not apply to Uniformed Members of the military, visitors at OAC/ANMC, and Uniformed Members of the Military working part-time for Non-Appropriated Fund Activities.

4. KEY TERMS AND DEFINITIONS:

a. Essential Function: Job duties that are so fundamental to the position that without them the individual would be unable to perform the job. A function is "essential" if, among other things, the reason the position exists is to perform that function; there are a limited number of other employees available whom the performance of that job function could be distributed; or, the function is highly specialized so that the incumbent is hired based on his/her expertise or ability to perform it. Determination of the essential functions of a position must be made on a case-by-case basis.

b. Reasonable Accommodation: A change in the work environment or in the way things are customarily done that enables an employee or applicant with a disability to enjoy equal employment opportunities.

c. Disability Program Manager (DPM): Review requests for reasonable accommodations and provides recommendations to supervisors responsible for taking action on reasonable accommodations request.

d. Persons with Disability (PWD)/Persons with Targeted Disability: Individual who has a mental or physical disability that substantially limits one or more major life activity or bodily function, has a record of such impairment, or is regarded as having such impairment. Individuals who are solely regarded as having a disability are not entitled to reasonable accommodation. Persons with a targeted disability is a subset of PWD. Targeted disabilities are defined as disabilities that the government has, for several decades, emphasized in hiring because they pose the greatest barriers to employment, such as blindness, deafness, paralysis, convulsive disorders, and mental illnesses, among others.

e. Qualified Person with a Disability: Individual with a disability that is otherwise qualified or capable of performing the essential functions of a job with or without a reasonable accommodation.

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f. Physical or Mental Impairment:

(1) Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, hemic and lymphatic skin, and endocrine

(2) Any mental or psychological disorder such as mental retardation, organic brain syndrome, traumatic brain injury, emotional or mental illness, and specific learning disabilities.

g. Major Life Activities: Functions such as caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. A major life activity also includes the operation of major bodily functions such as functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions. This is not an exhaustive list, but is representative of the types of activities that may be considered major life activities/bodily functions.

h. Equal Employment Opportunity (EEO) Officer: The individual designated by the activity commander to administer the activity's EEO program. This includes managing the Special Emphasis Programs which includes the Individuals with Disabilities Program.

i. Interactive Process: The ongoing communication between the requestor (employee/applicant for employment) and supervisor(s) (or Human Resources personnel for applicants) regarding a request for reasonable accommodation.

j. Disability Program Manager (DPM). A DPM is familiar with the principles of personnel management and serves as a resource for supervisors and managers with respect to potential and actual requests for reasonable accommodations. The DPM facilitates the reasonable accommodation process by assisting the parties involved in gathering, assembling and tracking necessary medical documentation in support of reasonable accommodation request. The DPM facilitates the reasonable accommodation process and shall not serve as an advocate for management or employees.

k. Undue Hardship: The determination of undue hardship should always be made on a case-by-case basis and should take into account the nature and cost of the reasonable accommodation needed and the impact of the accommodation request on the operations and mission of the agency. If a specific type of reasonable

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accommodation causes significant difficulty or expense, on the operation and mission of the agency, the agency is under no obligation to provide the requested accommodation.

l. Extenuating Circumstances: Situations that are very limited and includes circumstances such as waiting for information/documentation from an individual's healthcare provider or factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. Extenuating circumstances may include; but is not limited to occasions in which equipment must be back-ordered or, where reassignment is being explored as an accommodation option.

m. Alternative Dispute Resolution (ADR): A variety of techniques and methods used to resolve disputed issues; including but not limited to facilitation, mediation, fact-finding or any combination thereof.

n. Decision-Maker: The decision-maker is the agency official within the employee's chain of command, usually the employee's immediate supervisor. In the case of an applicant for employment, the decision maker will generally be the selecting official or an agency official in the selecting official's chain of command or a Human Resources staff member assigned to process the vacancy announcement giving rise to the particular accommodation request.

o. Computer-Electronic Accommodations Program (CAP -www.tricare.mil/cap). The Computer/Electronic Accommodations Program, a centrally funded reasonable accommodation program that provides assistive technology to people with disabilities, federal managers, supervisors, and Information Technology professionals. CAP increases access to information and works to remove barriers to employment opportunities by eliminating the costs associated with providing assistive technology solutions for reasonable accommodation request.

p. Agency Attorney/Labor Counselor. The agency attorney/labor counselor provides legal advice and assistance to military and civilian managers and supervisors regarding civilian personnel, labor relations, and EEO-related issues. Agency attorney /labor counselors are available to provide advice to decision makers and to DPMs at the earliest possible stage to ensure management's actions not only comply with applicable laws, directives, regulations and guidance but that they are legally defensible and otherwise appropriate.

5. REASONABLE ACCOMMODATION INTERACTIVE PROCESS:

a. Request for reasonable accommodations may be filed by an employee or applicant for employment for an adjustment in job duties or a change in the work environment, in the application process, or for a benefit or privilege of employment for a reason related to a medical condition. The request will be processed on a case-by-case

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basis and the outcome of each case, may vary depending on the facts and circumstances surrounding the accommodation request.

b. A Family member, healthcare professional, or other representative may request a reasonable accommodation on behalf of an individual seeking a reasonable accommodation. The initial request may be either verbal or written. The request does not have to be in a prescribed format or use any special words, such as "reasonable accommodation," "disability," or "Rehabilitation Act."

c. The reasonable accommodation process begins as soon as the request for accommodation is made. If a verbal request is made processing should begin immediately, even if written confirmation has not been provided by the person desiring the reasonable accommodation.

d. The requestor must complete a "Request for Reasonable Accommodation" (see form 51-1 request for reasonable accommodation) to document an earlier verbal request or to initiate a written request to his/her supervisor.

e. A reasonable accommodation request should be submitted to the first-line supervisor or alternatively to an EEO Official by the requestor. The requestor should include proper medical documentation to facilitate timely and efficient processing of the reasonable accommodation request. When a request for reasonable accommodation is submitted to the first-line supervisor, the supervisor will forward a copy of the request to EEO for review and issuance of a tracking number. EEO will assign the reasonable accommodation request a control number and return the reasonable accommodation request to the immediate supervisor within one business day (24 hours) of receipt for processing.

f. Reasonable accommodation request must be considered on a case-by-case basis as the facts and circumstances may vary. A requester who needs a specific type of reasonable accommodation on a repeated or regular basis (i.e., sign language interpreter) or for episodic conditions (i.e., asthma, cancer in remission) is only required to make the first request. However, appropriate notice must be given to the first line supervisor, each time an accommodation is needed.

g. In cases where the disability is obvious and the need for accommodation and type of accommodation required is clearly obvious, extensive discussions are not necessary. However, relevant issues should be discussed, with the goal of establishing and clarifying the roles and responsibilities of each individual involved in the accommodation request.

6. RESPONSIBILITIES:

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a. Requester:

(1) May request a reasonable accommodation based on a disability, either orally or in writing to his/her supervisor. The reasonable accommodation process begins when the requester informs his/her manager or supervisor in his/her immediate chain of command, the organization's servicing EEO Office, the Human Resources Office, or the DPM.

(2) When the disability and/or need for accommodation is not obvious, the employee or applicant for employment may be asked to provide appropriate medical information regarding the functional impairment and/or limitations regarding the requested accommodation.

(3) Applicants for employment should process request for reasonable accommodations through the Human Resources Specialist responsible for the recruitment action that generated the accommodation request.

(4) The requester must submit a written Confirmation Request for Reasonable Accommodation by submitting the request to his/her immediate supervisor or the DPM. The DPM will assign the Reasonable Accommodation Request a tracking number and return it to the requester's supervisor or in the case of an Applicant for employment, to the Human Resource Specialist responsible for processing the vacancy announcement.

b. First-line supervisor(s) should:

(1) Actively participate in the interactive process with the requester and contact Civilian Personnel office and the EEO Office DPM to ensure documentation and timelines are handled properly.

(2) The time necessary to process a request for accommodation will generally depend on the nature of the accommodation requested and whether additional medical or supporting documentation is essential in processing the requested accommodation. Absent extenuating circumstances, the decision maker should take reasonable effort to grant, modified, or denied a request for accommodation within 30 business days from the date the accommodation was requested.

(3) Maintain meticulous records in order to document delays in processing a requested accommodation; and should the need arise be in a position to provide the requester with written explanations for any significant delays in processing the accommodation request. Moreover, supervisors involved in processing accommodation request should only request documentation consider relevant to processing the requested accommodation.

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(4) Supervisors should collect information directly from the individual requesting the reasonable accommodation; especially in instances in which the information may affect the individual's rights, privileges, and employment benefits. Moreover, information pertaining to accommodation requests should only be disclosed to supervisors or managers who have an official need for the information as a consequence of their involvement in processing the requested accommodation.

(5) Appropriate administrative, technical, and physical safeguards must be followed to insure the security and confidentiality of request for reasonable accommodation records. Failure to properly safeguard sensitive information about an individual could result in substantial harm, embarrassment, inconvenience or unfairness to individuals and may subject the organization to additional risk.

(6) Maintain individual files regarding accommodation request separate from official personnel files. Medical information must be kept confidential and should be maintained for the duration of the employee's tenure with the command. This will ensure that employees are not required to provide medical documentation previously submitted in conjunction with reasonable accommodation request.

c. DPM should:

(1) Refer any requests received by the EEO Office to the appropriate supervisor or decision maker. Confirm receipt of all accommodation requests.

(2) Educate and provide information to management on the process for handling reasonable accommodation requests.

(3) Encourage first-line supervisors to communicate and engage in the interactive process with individuals requesting reasonable accommodations.

(4) Monitor and track requests for reasonable accommodations.

(5) Document and record all requests for reasonable accommodation for proper recordkeeping in addition to insuring data collected during the interactive accommodation process is maintain for a minimum of three years

(6) EEO Officials will monitor and communicate recommendations based on panel discussions, but do not have the authority to make decisions on requests for reasonable accommodation. The DPM does not advocate on behalf of the requestor or management.

(7) Provide employees with information regarding the reasonable accommodation process.

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(8) Take proactive measures in searching out and considering possible accommodations.

(9) Assist in processing request for adaptive devices, sign language interpreter, and removal of architectural barriers, accessible parking, and alternative methods (i.e., Braille, larger print).

7. MEDICAL DOCUMENTATION:

a. The requestor must submit supporting documentation with any request for reasonable accommodation, unless the medical condition or affects are obvious to all parties involved. The medical information should describe the nature of the job, essential functions the employee is expected to perform, and any other relevant information. The medical documentation must specify:

(1) Past, present, and expected continuing nature, severity and duration of the impairment (i.e., functional limitations, symptoms, side effects or any treatments, etc.).

(2) Activities the impairment limits.

(3) Extent of the limitations.

(4) Reason(s) the requestor requires reasonable accommodation, and how it will assist the requestor in performing the essential functions of the job, applying for employment or enjoying a benefit in the work environment.

b. The agency has the option of requesting additional supporting documentation if the information submitted does not clearly explain the nature or severity of the disability and the nexus between the accommodation requested and the medical condition affected. The request for additional medical documentation should be made in writing and require only information that is crucial to determining the need or lack thereof, for the accommodation requested.

c. Medical documentation gathered in response to a reasonable accommodation request must be maintained, secured, and protected from unauthorized disclosure. Moreover, special care should be taken by supervisors, leaders and individuals acting on request for reasonable accommodations to avoid comingling medical documentation with official personnel files.

d. Medical documentation may not be required and or needed for obvious medical conditions. However, supporting medical documentation may be needed in situations where the effects of the medical condition on a major life activity, performance or

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essential functions of a job or work environment are not obvious or readily determinable.

Supervisors should make a written request for additional medical information, through the individual requiring the reasonable accommodation by utilizing EEO Form 51-2 (Medical Information Sheet).

e. Authorization for Disclosure of Medical or Dental Information (Department of Defense Form 2870) will be used to request medical records maintained at military Medical Treatment Facilities. The use and/or disclosure of an individuals' protected health information is necessary in order for the DPM to process the reasonable accommodation request. The employee or applicant should check "OTHER," Block 7 of DD Form 2870 and write "reasonable accommodation request" in the space provided. In most cases, entire medical records may not be requested or furnished because they are likely to contain information unrelated to whether an employee or applicant can perform the essential job functions.

8. Personal Assistance Services (PAS).

a. For many persons with targeted disabilities (PWTD), Personal Assistance Services help make employment possible. People with significant disabilities use PAS in the workplace on a day-to-day basis, to do those things that allow them to be at work, but without PAS, they could not. Examples of workplace PAS vary, but may involve activities such as retrieving materials out of reach, putting on or removing outerwear, assistance with eating, assistance using the restroom, job related travel, services during telework, etc. PAS is not required to be provided for commuting to and from work or for medical services, such as providing shots or prescribing medication.

b. OAC/ANC must provide personal assistance services during work and job related travel for eligible employees. To be eligible, the individual must have a targeted disability and the assistance must be tied to their type of disability. Once the PAS has been provided, the employee must be able to safely perform the essential functions of the job without posing a direct threat to safety. Finally, OAC/ANC will provide the PAS as long as it does not pose an undue hardship on the organization

(1) We have flexibility in locating PAS for our employees. ANMC/ANC can choose to work with a PAS provider, assign a current employee to perform these tasks as their primary job, or hire a full-time employee or contractor to provide the services.

(2) Employees will request PAS using the current Disability Reasonable Accommodation request procedure outlined herein. Two types of Personal Assistance are identified and annotated below:

(a) PAS are job-related services, which enable PWTD to apply for the job, perform job functions, or enjoy benefits and privileges of the job (e.g., notetaking, typing, or filing).

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(b) PAS enable PWTD to participate/be in the workplace, (e.g., assistance with eating, or putting on and taking off outerwear).

9. Actions On Request for Reasonable Accommodation.

a. The requestor must be notified in writing of the decision on his/her request for reasonable accommodation by his/her chain of command. The response memo must outline the basis for the initial request and the provisions for granting the request, if approved. DPMs will coordinate, as needed with the servicing agency attorney/labor counselor prior to providing a decision maker with any recommendations in connection with a request for accommodation. Legal reviews must be conducted for all proposed reasonable accommodation denials.

b. If the reasonable accommodation is granted, the agency must make the necessary provisions to provide the reasonable accommodation requested. There may be some limitations or restrictions based on the agency's mission and requirements and the requestor will be properly advised of any adjustments or revisions.

c. A reassignment is the accommodation of last resort. A reassignment may be considered if no other accommodations are available to enable the employee to perform his/her current job, or if the only effective accommodation would cause undue hardship. However, the employee must be "qualified" for any new position and the following should be considered:

(1) If positions are available, the supervisor will work with CPAC to identify all vacant positions within the agency for which the employee may be qualified, with or without the accommodation; and

(2) The agency will first consider positions which are equivalent to the employee's current job in terms of pay, status, and other relevant factors. If there are no such vacant equivalent positions, the agency will consider vacant lower level positions for which the requestor is qualified.

(3) If there is a vacant position outside of the employee's commuting area, and if the employee is willing to relocate, the agency is not obligated to pay for the employee's relocation.

d. If management denies a request for reasonable accommodation, the requestor may file for reconsideration and provide additional supporting medical documentation; or pursue an EEO complaint, a Merit Systems Protection Board (MSPB) appeal or utilize the negotiated grievance procedures:

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(1) For an EEO complaint pursuant to 29 C.F.R § 1614, contact an EEO Official within 45 calendar days from receipt of the notice of denial of the reasonable accommodation request;

(2) For an MSPS appeal, initiate an appeal to the MSPB within 30 calendar days of an appealable adverse action as defined in 5 CFR § 1201.3; and

(3) For the negotiated grievance procedure, file a grievance in accordance with the provisions of the local, applicable collective bargaining agreement.

e. When a reasonable accommodation cannot be granted due to inadequate medical documentation to substantiate the request, management may consider granting an "agency allowance" depending on the unique circumstances of the request. An agency allowance is temporary in duration and may be altered or revoked based on the mission requirements of the agency.

f. The point of contact for questions or concerns is the ANMC EEO Office at usarmy.pentagon.hqda-anc-osa.mbx.eeo@army.mil

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APPENDIX F: ALTERNATIVE DISPUTE RESOLUTION PROCEDURES



DEPARTMENT OF THE ARMY
OFFICE OF ARMY CEMETERIES
1 MEMORIAL AVENUE
ARLINGTON, VIRGINIA 22211-5003

SAAC-EEO (600B)

24 February 2022

MEMORANDUM FOR All Office of Army Cemeteries and Army National Military Cemeteries Personnel

SUBJECT: Policy Statement on Alternative Dispute Resolution

1. I fully support the use of Alternative Dispute Resolution (ADR) to resolve workplace disputes at the lowest level. The Equal Employment Opportunity (EEO) Office is designated as the responsible proponent for administration and oversight of the ADR program. The preferred method of ADR is mediation. Mediation offers disputing parties an opportunity to openly express their positions and interests in resolving disputes. The components of ADR include the reinforcement of Equal Employment Opportunity Commission's (EEOC) core principles of voluntariness, neutrality, confidentiality, and enforceability.

2. Voluntariness. Participation in EEO ADR is voluntary. However, participation is mandatory for managers/supervisors once the aggrieved has elected ADR. The EEO Director will decide on a case-by-case basis whether it is appropriate to offer ADR. If ADR is offered, the Directorate with settlement authority will determine who will participate in mediation and approve the agreed-upon resolution. However, the Responsible Management Official (RMO) cannot be the organization's Settlement Official. Participants are required to negotiate in good faith, regardless of merit, but are under no obligation to reach a settlement that is not satisfactory to all parties.

a. Neutrality. To ensure neutrality, mediation will be conducted by a neutral third party. The EEO Office is responsible for ensuring that the assigned mediator is neither acquainted with, nor an employee from, the same unit as the aggrieved party or the management official with settlement authority.

b. Confidentiality. As a means to promote open and frank discussion, all participants must agree in writing that any information disclosed during the EEO ADR process will remain confidential whether or not EEO ADR is successful.

c. Enforceability. If resolution is achieved in the EEO ADR process, the terms of the resolution will be set forth in a written negotiated settlement agreement that is binding upon both parties.

2. We encourage employees and management officials to participate in the EEO ADR process in order to resolve workplace disputes at the lowest possible level, eliminate complaints of discrimination, and improve productivity throughout OAC/ANMC.

3. Any questions should be directed to the EEO Office at (703) 692-6202 or email: usarmy.pentagon.hqda-anc-osa.mbx.eeo@army.mil.

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Executive Director

APPENDIX G: DIVERSITY POLICY STATEMENT



DEPARTMENT OF THE ARMY
OFFICE OF ARMY CEMETERIES
1 MEMORIAL AVENUE
ARLINGTON, VIRGINIA 22211-5003

SAAC-EEO (600B)

24 February 2022

MEMORANDUM FOR All Office of Army Cemeteries and Army National Military Cemeteries Personnel

SUBJECT: Policy Letter #2 - Policy on and Diversity, Equity, and Inclusion

1. Reference, AR 600-20 (Army Command Policy), 24 July 2020.

2. In today's highly competitive environment, when everyone is limited on resources and talent, having a workplace that integrates diversity, equity, and inclusion into its business practices is not just a good idea, it is a vital component for organizational success. Research shows that organizations are more productive, innovative, and better able to attract talent when they embrace diversity, equity, and inclusion. For an organization like OAC/ANMC, we serve and meet people from various degrees of diversity (from branch of military, religion, gender, race, to education level, and much more). Without diversity, we limit our ability to innovate, grow, and provide quality customer service to those we encounter in the midst of completing our mission. Without inclusion, diversity and equity becomes meaningless, and any benefits associated with diversity will not be realized. The two concepts are inseparable, and begin with an inclusive environment.

3. Executive Order 13583 (EO 13583), issued on 18 August 2021, sought to "promote the Federal workforce at a model of equal opportunity, diversity, and inclusion" by recruiting from diverse populations of society. EO 13583 required federal agencies to "develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies. This approach should include a continuing effort to identify and adopt best practices, implemented in an integrated manner, to promote diversity and remove barriers to equal employment opportunity, consistent with merit system principles and applicable law."

4. In line with EO 13583, diversity, equity, and inclusion is defined as:

a. **Diversity** - All attributes, experiences, cultures, characteristics, and backgrounds of the workforce which are reflective of the Nation we serve and enable OAC/ANMC to carry out its mission.

b. **Equity** - The fair treatment, access, opportunity, choice, and advancement for all Soldiers and Civilians while striving to identify and encourage drivers and identify and eliminate barriers that have prevented the full participation of the OAC/ANMC workforce.

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c. Inclusion - The process of valuing and integrating each individual's perspectives, ideas and contributions into the way an organization functions and makes decisions; enabling workforce members to contribute to their full potential in focused pursuit of organizational objectives.

5. Using these definitions, we must strive to create inclusive and equitable workplaces that are free of discrimination, harassment, and reprisal; where integrity, fairness, teamwork, and equity are the norm and not the exception. These are environments where employees feel they truly belong, are safe to be their authentic selves, and where every person is treated with dignity and respect. When we create these types of environments, we can attain inclusion. It is only then, when we reap the full benefits of diversity and can embrace the unique perspectives that diversity provides us an opportunity towards greater success; both individually and organizationally.

6. Because there has been so much individual focus on diversity, equity, and inclusion, there can be a tendency for individuals to assume a "check the box" mentality. Where they host or attend a training class or some other event on diversity and inclusion and feel they are done. However, diversity and inclusion are so much more than that. They are not concepts to be understood solely through training and organizational initiatives, but rather by adopting a cultural attitude that embraces them -- a mindset rooted in the basic components of good leadership. It is impossible to articulate how critical a role diversity and inclusion play in helping OAC/ANMC effectively accomplish its mission.

7. Such participation can be attending local special observance programs, completing the Federal Employment Viewpoint Survey (FEVS), participating in working groups, and assisting with barrier analysis. That is only a small part of what one can do for OAC/ANMC to achieve a Model Equal Employment Opportunity (EEO) Program where everyone has a fair chance to enter and participate in the workforce fairly and without discrimination or harassment.

8. I strongly support diversity, equity, and inclusion and reaffirm my commitment to seeing that OAC/ANMC not only embraces these concepts, but fully integrates them into our business practices and our organizational culture. It is not something that can be done by simply implementing a broad-sweeping organizational initiative. Each and every one of us needs to be fully committed to achieving this goal if we are to be successful. All of us share in the responsibility for creating and maintaining a diverse, equitable, and inclusive workplace. At its most basic level, this means treating everyone with dignity and respect. If we cannot afford our colleagues that simple courtesy, no matter what the organization does, we will not be able to create a truly inclusive, respectful, and equitable environment.

9. Creating inclusive environments that value diversity can be difficult because it forces us to embrace that which is different from us. It challenges our beliefs and requires not only a fundamental change in what we do, say, and think, but also to constantly self-

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assess and adjust our behaviors. This can be difficult, but the benefits of diversity come from a unique mix of all of our differences where together we are far better. Therefore, I challenge each and everyone one of you. Take the time to self-reflect and ask yourself, "Am I doing all I can do to create a diverse, equitable, and inclusive environment in my workplace?" Then, personally commit to helping make OAC/ANMC a more inclusive and equitable environment. If we all work together, we can make OAC/ANMC the best it can be, and achieve the goal of becoming a Model Workplace.

10. A copy of this policy will be posted on all official bulletin boards within the organization and made available to all employees. I encourage employees and management officials to be respectful of other cultures, embrace diversity and inclusion, learn the difference between equality and equity, and improve productivity throughout OAC/ANMC. Any questions should be directed to the EEO Office at (703) 692-6202 or email: usarmy.pentagon.hqda-anc-osa.mbx.eeo@army.mil.

11. This policy letter is effective until superseded or rescinded.

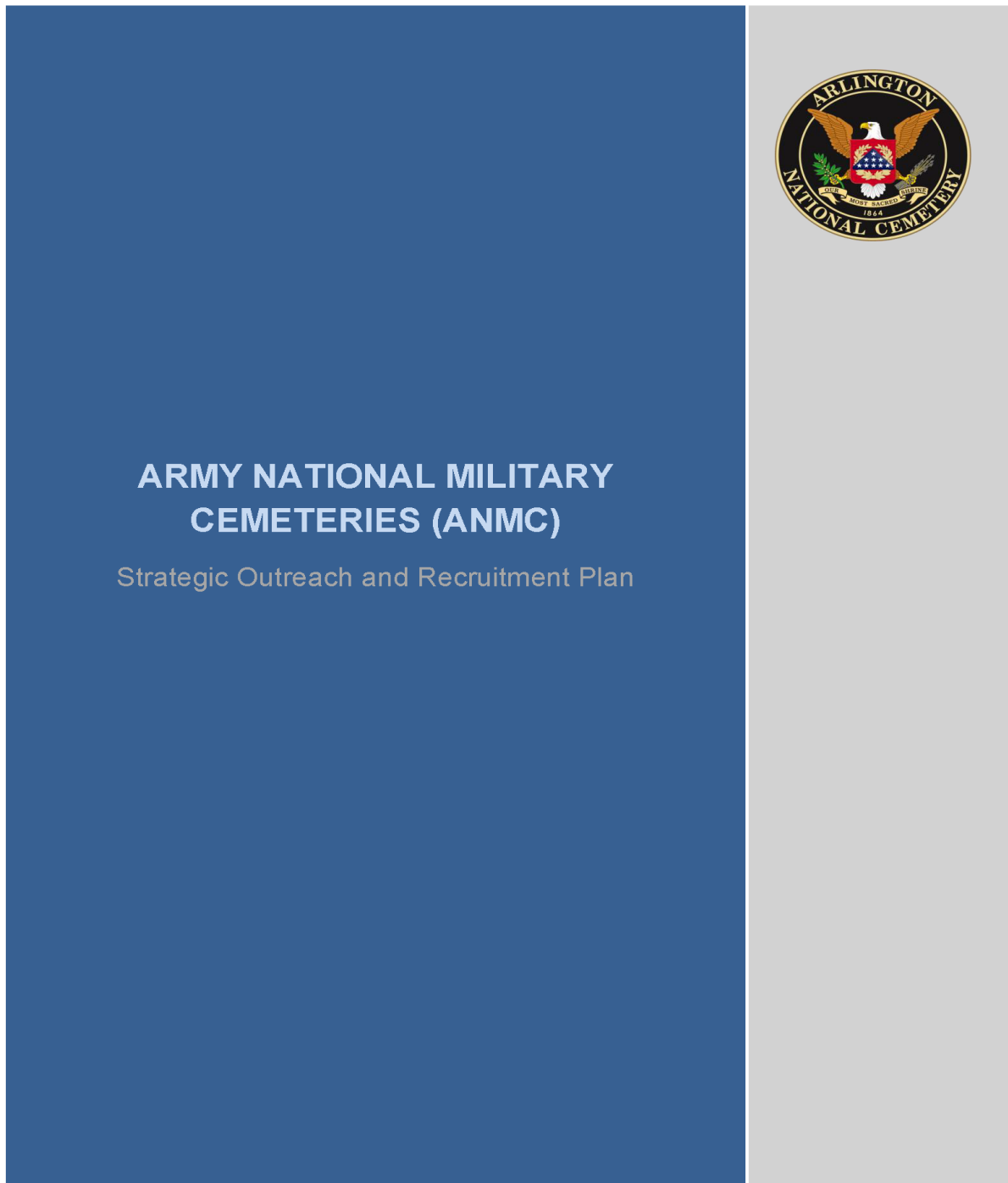
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APPENDIX H: HUMAN CAPITAL STRATEGIC PLAN



ANMC Strategic Outreach and Recruitment Plan



Karen Durham-Aguilera
Executive Director
Army National Military Cemeteries



I am pleased to present the Army National Military Cemeteries (ANMC) Strategic Outreach and Recruitment Plan. The ANMC Strategic Outreach and Recruitment Plan (SORP) is a vital step forward, enabling us with a defined blueprint for advancing ANMC's capability through priorities and initiatives that support the organization's efforts to recruit a highly skilled and diverse workforce to meet the mission.

The ANMC SORP outlines five strategic human recruitment goals and initiatives aimed at recruiting a ready, diverse, integrated workforce. This will allow us to compete more efficiently and effectively for top talent, reducing hiring timelines, and meet our strategic goals in recruitment and management of the civilian workforce. The ANMC SORP will define and describe the working relationship between the plan's key goals and the roles and responsibilities of internal key stakeholders.

The Recruitment Strategic Plan will benefit ANMC in a number of ways, including the following:

1. Maintaining commitment to providing equal opportunity to employee.
2. Creating opportunities to use a variety of selection methods.
3. Improving recruitment of a talented and diverse workforce.
4. Increasing organizational communication and understanding.
5. Improving succession planning.
6. Increasing employee involvement.
7. Increasing management ownership and engagement.

Strategic Recruitment and Outreach takes collective efforts from everyone. I ask that you join me in fulfilling the goals described in this plan. I look forward to implementation of the ANMC Strategic Outreach and Recruitment Plan and the benefits it will bring to expanding our talented workforce and our organization's mission of honoring those who served our Nation.

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Karen Durham-Aguilera
Executive Director

ANMC Strategic Outreach and Recruitment Plan

Program Overview

Army National Military Cemeteries continues to face growing challenges in recruiting and retaining a highly qualified workforce with the knowledge, skills, and abilities necessary for meeting our critical mission. While hiring managers have been able to attract and hire the talent needed to fill organization vacancies by relying on traditional talent pools, the organization's workforce profile in specific areas has remained unchanged and is trending toward greater risk (e.g., age, retirements, and unplanned losses). The organization needs to expand new potential talent pools and develop additional pipelines of talent to mitigate such risks to include utilization of strategic and coordinated efforts to attract skilled talent to carry this unique and important mission.

The ANMC workforce is diverse in talent, demographics, knowledge, skills, behaviors, and experiences. Personal perspectives vary within every individual. Understanding and appreciating the different backgrounds, qualifications, experiences, and potential of each individual we attempt to recruit to our organization is an important part of strategic recruitment. ANMC is committed to equality of opportunity, providing new recruits with opportunities of fulfilling rewarding professional careers, where diversity of viewpoints and the complexities of merging them are valued.

This Strategic Outreach and Recruitment Plan includes goals that are based on the 2022 Army People Strategy Civilian Implementation Plan, which focuses on modernizing civilian talent acquisition. The four goals outlined in this Strategic Outreach and Recruitment Plan are as follows:

Goal 1 - Increase awareness of organizations' mission and expand marketing and branding strategies to attract targeted candidates.

Goal 2 –Review existing mission critical occupations and identify skills gaps to identify competencies and facilitate succession planning and target recruitment.

Goal 3 – Conduct outreach activities to attract and recruit a diverse pool of highly skilled applicants for existing vacancies and future workforce requirements.

Goal 4 – Identify recruitment strategies to ensure a diverse talent pool with the right mix of skills to accomplish the ANMC mission.

Goal 5 – Educate Leaders and Supervisors on available hiring authorities and flexibilities to expedite hiring.

The ANMC G1 will lead the organization's strategic outreach and recruitment initiatives and educate hiring managers on the use of hiring authorities and flexibilities to attract and retain top talent. The G1 will provide strategic initiatives in coordination with both internal and external stakeholders, to attract and recruit a diverse, highly qualified, and skilled applicant pool for ANMC positions.

ANMC is committed to maximizing and leveraging resources to meet key recruiting priorities through collaboration and partnerships with the Department of Defense, Department of Army communities, other Federal agencies, and the private sector.

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ANMC will design, develop, and implement various strategic initiatives for recruitment and outreach programs. ANMC will continue to exploit capabilities to strategically market and brand ANMC civilian career opportunities and maximize resources to recruit and retain talent for the ANMC mission. The identification of mission-critical requirements and positions will drive focused recruitment efforts to produce a civilian workforce aligned with our organization's current priorities and optimize the best mix of resources and skill sets. ANMC G1 will provide advisory services and consultative support to facilitate successful application of human resource policies and programs to create a robust pipeline of candidates, integral to building a diverse, versatile, and higher-performing workforce. Collaboration with functional communities, DOD Civilian Career Recruitment Marketing Specialists and Department of Army Civilian Career Management Activity will be critical as ANMC establishes strategic recruitment initiatives to address skills gaps, identify needed competencies, and plan future workforce resource requirements within mission critical occupations in our organization. ANMC G1 will provide expert support to maximize and leverage these resources and tailor recruitment strategies to target and attract a diverse pool of skilled candidates. ANMC G1 will partner with functional communities, DOD Civilian Career Recruitment Marketing Specialists and Department of Army Civilian Career Management Activity and hiring managers to provide:

- 1) Guidance on recruiting methods which comply with executive orders to include available Direct Hire Authorities and special hiring authorities such as a Schedule A, Veterans Recruitment Act (VRA), and military spouse hiring authorities.
- 2) A strategic approach to recruit diverse populations.
- 3) Assistance developing recruitment strategies in support of recruitment of remission critical occupations.
- 4) Recurring metrics on new hires, veterans, students, disabled and other targeted groups, as required.
- 5) Guidance and information on best practices across DOD, DA and Private industry on recruitment initiatives and program improvements.
- 6) Establishing partnerships with College/University Career Services offices.
- 7) Partnerships with DOD Civilian Career Recruitment Marketing Specialists and Department of Army Civilian Career Management Activity.

This plan will be reviewed annually and, if necessary, updated to ensure that it remains relevant to the Department of Army People Strategy and the mission, human capital requirements and operating environment of ANMC.

Strategic Outreach and Recruitment Goals

Goal 1 - Increase awareness of organizations' mission and expand marketing and branding strategies to attract targeted candidates.

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- 1) Explore and expand appropriate social media platforms (e.g., Twitter, LinkedIn, etc.) as a source to recruit prospective candidates and promote the mission of Army National Military Cemeteries.
- 2) Reinforce the organization's brand using consistent messaging to advertise recruitment and outreach activities. Utilize <https://godefense.cpmc.osd.mil/> through the DCPAS website to highlight organization branding and market hard-to-fill occupations and publish a calendar of recruitment and job fair events.
- 3) Develop and publish a recruitment video which showcases organization's diverse workforce and targeted mission critical occupations within the organization. Video will be published as part of vacancy job announcements on the USA Jobs platform and the DoD Civilian Career job site <https://www.dodciviliancareers.com/>.
- 4) Collaborate with Department of Defense (DoD) and Department of Army (DA) Organizations, the Army Civilian Career Management Activity (ACCMA), Functional Chiefs and Career Field Managers to improve brand awareness, foster understanding, expand publication of ongoing job opportunities, and ensure alignment with recruitment strategies.
- 5) Enhance onboarding and acculturation program in conjunction with ACCMA to enhance applicant awareness of organization's mission and promote career opportunities.
- 6) Develop a program that features live, personal testimonies of current agency employees, senior leaders, and Executives to recruit and attract prospective students to ANMC civilian careers. Videos will be showcased on Arlington National Cemetery Public website, DOD and DA Onboarding and Acculturation website, and appropriate social media platforms (e.g., Twitter, LinkedIn, YouTube, Facebook, etc.).
- 7) Develop and enhance ANMC public website to showcase mission, career opportunities, workplace flexibilities and culture with the goal of attracting the best and most diverse candidates.

Goal 2 - Review existing mission critical occupations and identify skills gaps to identify competencies and facilitate succession planning and target recruitment.

- 1) Review and identify mission critical, priority and hard to fill occupations and assigned career fields to facilitate focused recruitment efforts.
- 2) Establish and foster internal and external key stakeholder partnership with hiring managers, component functional career managers and Civilian Personnel Advisory Center human resource specialist to understand occupational requirements within the ANMC organization, identify necessary skills and competencies and fill hard to fill and mission critical occupations.

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- 3) Review and research internal and external workforce analytics data available from Office of Personnel Management, Defense Civilian Personal Advisory Services and other relative sources to understand the talent acquisition landscape and to identify current market and employment trends and strengthen capabilities to offer appropriate recruitment incentives and solutions to meet hiring needs.

Goal 3 - Conduct outreach activities to attract and recruit a diverse pool of highly skilled applicants for existing vacancies and future workforce requirements

- 1) College/University Outreach Initiative. Develop partnerships with ACCMA Enterprise Civilian Talent Acquisition Program to build and maintain a strong, sustainable, and diverse pipeline of college and university students and recent graduates to support civilian workforce renewal. Participate in virtual recruitment and outreach activities at college and university campuses throughout the U.S. in support of hard-to-fill occupations. Identify academic institutions that offer diplomas and degree programs that correlate to the career fields within specific functional communities and positions within ANMC.
- 2) Veterans Outreach Initiative. Partner with DoD and DA organizations, CHRA to market career opportunities to wounded warriors, transitioning service members, veterans, and military spouses. Develop strong partnerships with career services offices and veterans' offices at identified institutions to educate leaders, professors, and students on available careers, programs, incentives, etc. Organize and conduct networking with DoD and DA employers' hiring events. Publish a schedule of recruitment events on appropriate social media platforms (e.g., Twitter, LinkedIn, YouTube, Facebook, etc.).

Goal 4 - Identify recruitment strategies to ensure a diverse talent pool with the right mix of skills to accomplish the ANMC mission

- 1) Partner with Department of Army and Minority Service Institutions to market career opportunities to underrepresented groups, with the intent to facilitate a civilian workforce that is well represented by persons from all segments of society to include those with disabilities within the organization.
- 2) In collaboration with Equal Employment Opportunity Office, periodically conduct barrier analysis and obtain and review diversity metrics, demonstrating representation of minority categories, persons with disabilities, women, and other groups whose representation is tracked for purposes of workforce diversity. Apply metrics to strategic recruitment plan and targeted diversity outreach initiatives.
- 3) Partner with CHRA to promote and utilize the Special Candidate tracker to target recruitment of Wounded Warrior and Schedule A applicant placement against organizational vacancies and recruitments.

Goal 5 - Educate Leaders and Supervisors on available hiring authorities and flexibilities to expedite hiring

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- 1) Stay abreast of existing and emerging hiring authorities and flexibilities to provide expert advisory services on recruitment strategies. Partner with the CHRA to provide quarterly and as needed training and knowledge or appropriate use of hiring authorities and flexibilities with supervisors who serve as hiring managers using various methods (e.g., webinars, in-person training, handouts, job aids and tools, etc.), to facilitate understanding and equip them with the necessary information to strengthen their recruitment efforts and acquire top talent.
- 2) Continually seek opportunities to improve communication and collaboration with DoD and DA organizations and functional communities to provide consistent guidance on recruitment, hiring authorities and flexibilities.
- 3) Participate in the DoD Recruiters Consortium and ACCMA working group. These forums meet on a recurring basis to discuss and highlight the latest information and recruitment best practices, emerging hiring authorities, and new policies and regulations for recruiters, HR specialists, and hiring managers.
- 4) Quarterly conduct an analysis and review of hiring metrics to assess the extent that hiring authorities and flexibilities are being used; identify any barriers that hinder greater use of the authorities and flexibilities; and modify recruitment strategy and/or take other appropriate actions as needed.

Internal Stakeholder Responsibilities

ANMC Executive Director and Superintendent are responsible for:

- 1) Inspiring dedication to mission achievement by building trust, supporting the development of employees and demonstrating integrity, compliance to law, regulation and policy, and commitment to EEO.
- 2) Fostering commitment to an integrated, organization wide approach to flexible recruitment strategies.
- 3) Promoting employee education and training of equal opportunity and diversity to strengthen the organization's appreciation of the value added of a diverse and inclusive workforce.
- 4) Ensuring a supervisory performance element and standard prescribing support for progressive hiring authorities and flexibilities is included in the performance plan of all managers and supervisors.
- 5) Reviewing assessment of responses received on relevant survey questions and directing focus group and action plans. Survey results will be the method of measurement as required to assist management in analyzing root causes to close gaps in critical competencies.

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ANMC Supervisors are responsible for:

- 1) Implementing recruitment strategies and promoting diversity, being accountable, refining approaches based on data, and to institutionalize a culture of inclusive diversity, compliance with law and regulation in the and commitment to EEO in the hiring process.
- 2) Keeping vacancies filled. Hiring employees in anticipation of vacancies that are projected to occur. Ensuring compliance with required applicant tracking methods and time to hire timeline requirements. Ensuring the applicant's career goals and passions are in line with the position and organization's mission, priorities, goals, and objectives.
- 3) Conducting Interviews for all positions. Maintaining contact with applicant during hiring process and minimize the amount of time between the initial interview and the tentative and formal job offer to prevent top-quality applicants from being hired elsewhere.
- 4) Promoting performance-based and career ladder promotions to create a sense of accountability among employees and foster a culture of healthy competition and productivity.
- 5) Consider additional qualification factors where it can clearly be determined that a person is exceptionally qualified for the position based on experience and education.

ANMC Employees are responsible for:

- 1) Comply with all applicable law, regulation, and policy while maintaining the highest level of professionalism in the performance of their duties.
- 2) Function as a "word of mouth" recruiter by encouraging employees to apply for internal vacancies and sharing position vacancies with other members of their community and peer groups.

ANMC G1 is responsible for:

- 1) Commitment of maximizing and leveraging resources to meet key recruiting priorities through collaboration and partnerships with the DoD community, other Federal agencies, and the private sector.
- 2) Leading the ANMC's recruitment and outreach initiatives.
- 3) Educating leadership and managers on the use of hiring authorities and flexibilities to attract and recruit a diverse, highly qualified, and skilled applicant pool for filling positions.
- 4) Conducting targeted recruiting by building a Resume Repository for hiring managers use. Maximizing use of resume collection software tools such as: USAJobs Flyers and Events; USAJobs Agency Talent Portal (ATP), Workforce Recruitment Program (WRP).

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Partnerships with College/University Career Services Offices to conduct campus recruiting and job fairs through virtual and non-virtual tools and environments.

- 5) Reporting metrics on new hires, veterans, students, disabled and other targeted groups to management.
- 6) Assure that senior management is involved in the process of recruiting a diverse cadre of high performing leaders.
- 7) Educating leadership and hiring managers on the use of hiring authorities and flexibilities.
- 8) Collaborating with Public Affairs on agency branding efforts.
- 9) Collaborating with Equal Employment Opportunity Office to conduct barrier analysis to identify areas for targeted recruitment.

G8/Resource Management is responsible for:

ANMC G8, Resource Management is responsible for programming and budgeting for incentive payments in coordination with Directors.

Equal Employment Opportunity (EEO) Office is responsible for:

- 1) Providing advice and counsel on compliance with EEO law, regulation, and policy. .
- 2) Pursuant to Section II (c) of MD-715, the EEO office will collaborate with the ANMC G1 to review at regular intervals policies, practices, and procedures and develop recommendations for barrier analysis and targeted recruitments.

The ANMC SORP remains vital to the ability to recruit a skilled and agile workforce and to achieve results. With commitment from all stakeholders to carry out their role as active participants in the strategic recruitment process, ANMC will successfully recruit the necessary talent and facilitate a ready pipeline of candidates for meeting its mission requirements.

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References

- 1) The Army People Strategy, October 2019.
- 2) The Army People Strategy, Civilian Implementation Plan, 2022.
- 3) ASA (M&RA) Memorandum, Subject: FY21 Army Mission Critical Occupations List and Guidance, 25 August 2020.
- 4) Defense Civilian Personnel Advisory Service Message 2021034, "Fiscal Year 2020 Mission Critical Occupation List, 28 April 2021
- 5) Memorandum, DAPE-CPZ, 6 May 2021, Subject: Use of Qualification Review Panels for Civilian Positions when Interpreting Minimum Education Requirements on Rare Occasions.

APPENDIX I: ANMC EMPLOYEE SURVEY

Use the link listed below.

https://docs.google.com/spreadsheets/d/1enE3M5Oq1IL4Ym-BBRZA9dLCvNsMoAFq/edit?usp=drive_link&oid=107288564855403046741&rtpof=true&sd=true

APPENDIX J: WORKFORCE DATA TABLES

*****CONTROLLED UNCLASSIFIED INFORMATION*****																		
Table A1: TOTAL WORKFORCE - Distribution by Race, Ethnicity, and Sex (Participation Rate) (ANC, FY 2023)																		
Employment Tenure		Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
		All	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
CLF (2014-2018)	%	100.00%	51.80%	48.20%	6.80%	6.20%	35.70%	31.80%	5.70%	6.60%	2.20%	2.20%	0.10%	0.10%	0.30%	0.30%	1.00%	1.10%
CLF (2010)	%	100.00%	51.84%	48.16%	5.17%	4.79%	38.33%	34.03%	5.49%	6.53%	1.97%	1.93%	0.07%	0.07%	0.55%	0.53%	0.26%	0.28%
TOTAL WORKFORCE																		
Prior FY	#	194	144	50	3	7	87	25	45	14	4	1	1	0	2	0	2	3
	%	100.00%	74.22%	25.77%	1.54%	3.60%	44.84%	12.88%	23.19%	7.21%	2.06%	0.51%	0.51%	0.00%	1.03%	0.00%	1.03%	1.54%
Current FY	#	199	151	48	8	8	88	25	46	14	4	0	1	0	3	0	1	1
	%	100.00%	75.87%	24.12%	4.02%	4.02%	44.22%	12.56%	23.11%	7.03%	2.01%	0.00%	0.50%	0.00%	1.50%	0.00%	0.50%	0.50%
Difference	#	5	7	-2	5	1	1	0	1	0	0	-1	0	0	1	0	-1	-2
Ratio Change	%	0.00%	1.65%	-1.65%	2.48%	0.42%	-0.62%	-0.32%	-0.08%	-0.18%	-0.05%	-0.51%	-0.01%	0.00%	0.47%	0.00%	-0.53%	-1.04%
Net Change	%	2.57%	4.86%	-4.00%	166.66%	14.28%	1.14%	0.00%	2.22%	0.00%	0.00%	-100.00%	0.00%	0.00%	50.00%	0.00%	-50.00%	-66.66%
EMPLOYEE GAINS																		
New Hires	#	45	34	11	5	1	17	6	10	4	1	0	0	0	1	0	0	0
	%	100.00%	75.55%	24.44%	11.11%	2.22%	37.77%	13.33%	22.22%	8.88%	2.22%	0.00%	0.00%	0.00%	2.22%	0.00%	0.00%	0.00%
EMPLOYEE LOSSES																		
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Removal	#	2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	#	7	4	3	0	0	2	3	2	0	0	0	0	0	0	0	0	0
	%	100.00%	57.14%	42.85%	0.00%	0.00%	28.57%	42.85%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	#	3	3	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Separations	#	29	19	10	3	1	12	6	4	2	0	1	0	0	0	0	0	0
	%	100.00%	65.51%	34.48%	10.34%	3.45%	41.38%	20.69%	13.79%	6.90%	0.00%	3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations	#	41	28	13	3	1	15	9	10	2	0	1	0	0	0	0	0	0
	%	100.00%	68.29%	31.70%	7.31%	2.43%	36.58%	21.95%	24.39%	4.87%	0.00%	2.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PERMANENT WORKFORCE																		
Perm. Prior FY	#	194	144	50	3	7	87	25	45	14	4	1	1	0	2	0	2	3
	%	100.00%	74.22%	25.77%	1.54%	3.60%	44.84%	12.88%	23.19%	7.21%	2.06%	0.51%	0.51%	0.00%	1.03%	0.00%	1.03%	1.54%
Perm. Current FY	#	199	151	48	8	8	88	25	46	14	4	0	1	0	3	0	1	1
	%	100.00%	75.87%	24.12%	4.02%	4.02%	44.22%	12.56%	23.11%	7.03%	2.01%	0.00%	0.50%	0.00%	1.50%	0.00%	0.50%	0.50%
Difference	#	5	7	-2	5	1	1	0	1	0	0	-1	0	0	1	0	-1	-2
Ratio Change	%	0.00%	1.65%	-1.65%	2.48%	0.42%	-0.62%	-0.32%	-0.08%	-0.18%	-0.05%	-0.51%	-0.01%	0.00%	0.47%	0.00%	-0.53%	-1.04%
Net Change	%	2.57%	4.86%	-4.00%	166.66%	14.28%	1.14%	0.00%	2.22%	0.00%	0.00%	-100.00%	0.00%	0.00%	50.00%	0.00%	-50.00%	-66.66%
EMPLOYEE GAINS																		
New Hires	#	45	34	11	5	1	17	6	10	4	1	0	0	0	1	0	0	0
	%	100.00%	75.55%	24.44%	11.11%	2.22%	37.77%	13.33%	22.22%	8.88%	2.22%	0.00%	0.00%	0.00%	2.22%	0.00%	0.00%	0.00%
EMPLOYEE LOSSES																		
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Removal	#	2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation	#	7	4	3	0	0	2	3	2	0	0	0	0	0	0	0	0	0
	%	100.00%	57.14%	42.85%	0.00%	0.00%	28.57%	42.85%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	#	3	3	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Separations	#	29	19	10	3	1	12	6	4	2	0	1	0	0	0	0	0	0
	%	100.00%	65.51%	34.48%	10.34%	3.45%	41.38%	20.69%	13.79%	6.90%	0.00%	3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations	#	41	28	13	3	1	15	9	10	2	0	1	0	0	0	0	0	0
	%	100.00%	68.29%	31.70%	7.31%	2.43%	36.58%	21.95%	24.39%	4.87%	0.00%	2.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

****CONTROLLED UNCLASSIFIED INFORMATION****																
Table A2: PERMANENT WORKFORCE BY COMPONENT - Distribution by Race, Ethnicity, and Sex (Participation Rate) (ANC, FY 2023)																
Employment Tenure for Sub-Components	Total Employees						RACE/ETHNICITY (Non-Hispanic or Latino)									
	Hispanic or Latino			White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races		
	All	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	
CLF (2014-2018)	%	100.00%	51.80%	48.20%	6.80%	6.20%	35.70%	31.80%	5.70%	6.60%	2.20%	0.10%	0.10%	0.30%	0.30%	1.00%
CLF (2010)	%	100.00%	51.84%	48.16%	5.17%	4.79%	38.33%	34.03%	5.49%	6.53%	1.97%	0.07%	0.07%	0.55%	0.53%	0.26%
Permanent Workforce	#	199	151	48	8	8	88	25	46	14	4	0	1	0	3	1
	%	99.97%	75.86%	24.11%	4.02%	4.02%	44.22%	12.56%	23.11%	7.03%	2.01%	0.00%	0.50%	0.00%	1.50%	0.50%
U.S. ARMY NATIONAL MILITARY CEMETERIES	#	199	151	48	8	8	88	25	46	14	4	0	1	0	3	1
	%	100.00%	75.87%	24.12%	4.02%	4.02%	44.22%	12.56%	23.11%	7.03%	2.01%	0.00%	0.50%	0.00%	1.50%	0.50%

****CONTROLLED UNCLASSIFIED INFORMATION****																
Table A3: OCCUPATIONAL CATEGORIES - Distribution by Race, Ethnicity, and Sex (Participation Rate) (ANC, FY 2023)																
Occupational Categories	Total Employees						RACE/ETHNICITY (Non-Hispanic or Latino)									
	Hispanic or Latino			White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races		
	All	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	
Permanent Workforce	#	199	151	48	8	8	88	25	46	14	4	0	1	0	3	1
	%	100.00%	75.87%	24.12%	4.02%	4.02%	44.22%	12.56%	23.11%	7.03%	2.01%	0.00%	0.50%	0.00%	1.50%	0.50%
Alternative Benchmark	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1. Management	#	5	3	2	0	0	2	1	1	0	0	0	0	0	0	1
	%	13.51%	8.10%	5.40%	0.00%	0.00%	7.14%	11.11%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	11.11%
Managers	#	23	16	7	1	2	10	5	5	2	0	0	0	0	0	0
	%	62.16%	43.24%	18.91%	3.57%	22.22%	35.71%	33.33%	17.85%	22.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisors	#	9	9	0	1	0	6	0	2	0	0	0	0	0	0	0
	%	24.32%	24.32%	0.00%	3.57%	0.00%	21.42%	0.00%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Management	#	37	28	9	2	2	18	4	8	2	0	0	0	0	0	1
	%	100.00%	75.67%	24.32%	7.14%	22.22%	64.28%	44.44%	28.57%	22.22%	0.00%	0.00%	0.00%	0.00%	0.00%	11.11%
2. Professionals	#	40	24	16	1	2	18	9	3	4	2	0	0	0	0	1
	%	100.00%	60.00%	40.00%	2.50%	5.00%	45.00%	22.50%	7.50%	10.00%	5.00%	0.00%	0.00%	0.00%	0.00%	2.50%
3. Technicians	#	2	1	1	0	1	1	0	0	0	0	0	0	0	0	0
	%	100.00%	50.00%	50.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4. Administrative Support Workers	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0
	%	100.00%	66.66%	33.33%	0.00%	0.00%	66.66%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
5. Craft Workers	#	43	42	1	1	1	23	0	13	0	1	0	1	0	2	0
	%	100.00%	97.67%	2.32%	2.32%	2.32%	53.48%	0.00%	30.23%	0.00%	2.32%	0.00%	2.32%	0.00%	4.65%	0.00%
6. Operatives	#	1	1	0	0	0	0	0	0	0	0	0	0	0	1	0
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
7. Laborers and Helpers	#	13	13	0	1	0	10	0	2	0	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	7.69%	0.00%	76.92%	0.00%	15.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8. Service Workers	#	8	8	0	1	0	1	0	6	0	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	12.50%	0.00%	12.50%	0.00%	75.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Army National Military Cemeteries | Federal Agency Equal Employment Opportunity Program Status Report

****CONTROLLED UNCLASSIFIED INFORMATION****																			
Table A4P: SENIOR PAY & GENERAL SCHEDULE (GS) GRADES - Distribution by Race, Ethnicity, and Sex (Participation Rate) (ANC, FY 2023)																			
GS/GM/GL GRADES		Total Employees			Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races		
		All	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	
Permanent Workforce	#	199	151	48	8	8	88	25	46	14	4	0	1	0	3	0	1	1	
	%	100.00%	75.87%	24.12%	4.02%	4.02%	44.22%	12.56%	23.11%	7.03%	2.01%	0.00%	0.50%	0.00%	1.50%	0.00%	0.50%	0.50%	
Alternative Benchmark	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 1	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 2	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 3	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 4	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 5	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 6	#	7	7	0	1	0	1	0	5	0	0	0	0	0	0	0	0	0	
	%	100.00%	100.00%	0.00%	14.28%	0.00%	14.28%	0.00%	71.42%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 7	#	4	1	3	0	0	1	1	0	2	0	0	0	0	0	0	0	0	
	%	100.00%	25.00%	75.00%	0.00%	0.00%	25.00%	25.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 8	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 9	#	18	10	8	0	1	7	6	3	1	0	0	0	0	0	0	0	0	
	%	100.00%	55.55%	44.44%	0.00%	5.55%	38.88%	33.33%	16.66%	5.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 11	#	31	19	12	0	2	10	6	8	4	1	0	0	0	0	0	0	0	
	%	100.00%	61.29%	38.70%	0.00%	6.45%	32.25%	19.35%	25.80%	12.90%	3.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 12	#	22	18	4	2	0	11	1	5	3	0	0	0	0	0	0	0	0	
	%	100.00%	81.81%	18.18%	9.09%	0.00%	50.00%	4.54%	22.72%	13.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 13	#	37	25	12	3	3	16	6	4	3	2	0	0	0	0	0	0	0	
	%	100.00%	67.56%	32.43%	8.10%	8.10%	43.24%	16.21%	10.81%	8.10%	5.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 14	#	15	10	5	0	1	6	3	4	1	0	0	0	0	0	0	0	0	
	%	100.00%	66.66%	33.33%	0.00%	6.66%	40.00%	20.00%	26.66%	6.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 15	#	5	3	2	0	0	2	1	1	0	0	0	0	0	0	0	0	0	
	%	100.00%	60.00%	40.00%	0.00%	0.00%	40.00%	20.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
All other (unspecified GS)	#	58	57	1	2	1	34	0	15	0	1	0	1	0	3	0	1	0	
	%	100.00%	98.27%	1.72%	3.44%	1.72%	58.62%	0.00%	25.86%	0.00%	1.72%	0.00%	1.72%	0.00%	5.17%	0.00%	1.72%	0.00%	
Total GS Employees	#	199	151	48	8	8	88	25	46	14	4	0	1	0	3	0	1	1	
	%	100.00%	75.87%	24.12%	4.02%	4.02%	44.22%	12.56%	23.11%	7.03%	2.01%	0.00%	0.50%	0.00%	1.50%	0.00%	0.50%	0.50%	
SES	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Other Senior Pay	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total Senior Pay	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

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*****CONTROLLED UNCLASSIFIED INFORMATION*****																			
Table ASP: SALARY - Distribution by Race, Ethnicity, and Sex (Participation Rate)																			
(ANC, FY 2023)																			
Salary Range	Total Employees			Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races			
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Permanent Workforce	# 199	151	48	8	8	88	25	46	14	4	0	1	0	3	0	1	1		
	% 100.00%	75.87%	24.12%	4.02%	4.02%	44.22%	12.56%	23.11%	7.03%	2.01%	0.00%	0.50%	0.00%	1.50%	0.00%	0.50%	0.50%		
Alternative Benchmark	# 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Up to \$20,000	# 58	57	1	2	1	34	0	15	0	1	0	1	0	3	0	1	0		
	% 100.00%	98.27%	1.72%	3.44%	1.72%	58.62%	0.00%	25.86%	0.00%	1.72%	0.00%	1.72%	0.00%	5.17%	0.00%	1.72%	0.00%		
\$20,001 - \$30,000	# 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$30,001 - \$40,000	# 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$40,001 - \$50,000	# 4	3	1	1	0	1	1	1	0	0	0	0	0	0	0	0	0		
	% 100.00%	75.00%	25.00%	25.00%	0.00%	25.00%	25.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$50,001 - \$60,000	# 3	1	2	0	0	0	1	1	1	0	0	0	0	0	0	0	0		
	% 100.00%	33.33%	66.66%	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$60,001 - \$70,000	# 15	7	8	0	1	3	5	4	2	0	0	0	0	0	0	0	0		
	% 100.00%	46.66%	53.33%	0.00%	6.66%	20.00%	33.33%	26.66%	13.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$70,001 - \$80,000	# 8	8	0	0	0	5	0	3	0	0	0	0	0	0	0	0	0		
	% 100.00%	100.00%	0.00%	0.00%	0.00%	62.50%	0.00%	37.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$80,001 - \$90,000	# 28	19	9	0	2	10	5	8	2	1	0	0	0	0	0	0	0		
	% 100.00%	67.85%	32.14%	0.00%	7.14%	35.71%	17.85%	28.57%	7.14%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$90,001 - \$100,000	# 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	% 0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$100,001 - \$110,000	# 10	6	4	2	0	4	1	0	3	0	0	0	0	0	0	0	0		
	% 100.00%	60.00%	40.00%	20.00%	0.00%	40.00%	10.00%	0.00%	30.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$110,001 - \$120,000	# 18	15	3	1	1	9	1	3	1	2	0	0	0	0	0	0	0		
	% 100.00%	83.33%	16.66%	5.55%	5.55%	50.00%	5.55%	16.66%	5.55%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$120,001 - \$130,000	# 15	11	4	2	1	6	2	3	1	0	0	0	0	0	0	0	0		
	% 100.00%	73.33%	26.66%	13.33%	6.66%	40.00%	13.33%	20.00%	6.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$130,001 - \$140,000	# 10	6	4	0	1	4	3	2	0	0	0	0	0	0	0	0	0		
	% 100.00%	60.00%	40.00%	0.00%	10.00%	40.00%	30.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$140,001 - \$150,000	# 5	3	2	0	0	2	0	1	2	0	0	0	0	0	0	0	0		
	% 100.00%	60.00%	40.00%	0.00%	0.00%	40.00%	0.00%	20.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$150,001 - \$160,000	# 6	3	3	0	1	2	2	1	0	0	0	0	0	0	0	0	0		
	% 100.00%	50.00%	50.00%	0.00%	16.66%	33.33%	33.33%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$161,001 - \$170,000	# 1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0		
	% 100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$170,001 - \$180,000	# 2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0		
	% 100.00%	100.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
\$180,001 and Greater	# 16	10	6	0	0	7	3	3	2	0	0	0	0	0	0	0	1		
	% 100.00%	62.50%	37.50%	0.00%	0.00%	43.75%	18.75%	18.75%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.25%		

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****CONTROLLED UNCLASSIFIED INFORMATION****																			
Worksheet A6P: Mission-Critical Occupations - Distribution by Race/Ethnicity and Sex [Permanent]																			
(ANC, FY 2023)																			
Mission-Critical Occupations Series Code (four digits)		Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races		
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
2210 - INFORMATION TECHNOLOGY MANAGER	# 11	7	4	0	0	4	1	2	3	1	0	0	0	0	0	0	0		
	%	100.00%	63.63%	36.36%	0.00%	0.00%	36.36%	9.09%	18.18%	27.27%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
15-10XX - Computer Scientists and Systems An	%	100.00%	66.80%	33.20%	3.10%	1.60%	50.40%	24.70%	4.30%	3.50%	7.40%	2.90%	0.10%	0.00%	0.20%	0.10%	1.20%		
0560 - BUDGET ANALYSIS	# 6	3	3	0	0	2	3	0	0	1	0	0	0	0	0	0	0		
	%	100.00%	50.00%	50.00%	0.00%	0.00%	33.33%	50.00%	0.00%	0.00%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
13-2031 - Budget Analysts	%	100.00%	37.30%	62.70%	1.70%	3.60%	29.30%	45.10%	3.60%	9.50%	2.10%	3.20%	0.10%	0.10%	0.20%	0.50%	0.70%		
0080 - SECURITY ADMINISTRATION	# 6	6	0	0	0	4	0	2	0	0	0	0	0	0	0	0	0		
	%	100.00%	100.00%	0.00%	0.00%	0.00%	66.66%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
13-11XX - Other Business Operations Specialist	%	100.00%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.10%	0.10%	0.20%	0.40%	0.90%		
0201 - HUMAN RESOURCES MANAGEMENT	# 4	0	4	0	0	0	3	0	1	0	0	0	0	0	0	0	0		
	%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	75.00%	0.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
13-1070 - Human Resources, Training, and Lab	%	100.00%	33.30%	66.70%	2.70%	5.00%	25.50%	49.90%	3.60%	8.50%	0.80%	1.70%	0.00%	0.10%	0.20%	0.40%	0.90%		
1035 - PUBLIC AFFAIRS	# 4	1	3	0	0	1	3	0	0	0	0	0	0	0	0	0	0		
	%	100.00%	25.00%	75.00%	0.00%	0.00%	25.00%	75.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
27-3031 - Public Relations Specialists	%	100.00%	38.30%	61.70%	2.30%	3.50%	31.80%	50.70%	2.50%	4.70%	0.90%	1.30%	0.00%	0.10%	0.20%	0.40%	1.00%		
1910 - QUALITY ASSURANCE	# 2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0		
	%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
13-1041 - Compliance Officers, Except Agricul	%	100.00%	52.90%	47.10%	4.20%	3.50%	41.30%	34.10%	4.50%	6.90%	1.70%	1.40%	0.10%	0.00%	0.40%	0.80%	0.60%		
0260 - EQUAL EMPLOYMENT OPPORTUNITY	# 2	2	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0		
	%	100.00%	100.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
13-1041 - Compliance Officers, Except Agricul	%	100.00%	52.90%	47.10%	4.20%	3.50%	41.30%	34.10%	4.50%	6.90%	1.70%	1.40%	0.10%	0.00%	0.40%	0.80%	0.60%		
0346 - LOGISTICS MANAGEMENT	# 2	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0		
	%	100.00%	50.00%	50.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
13-1081 - Logisticians	%	100.00%	65.10%	34.90%	4.20%	2.10%	50.60%	27.40%	6.50%	3.60%	2.20%	1.10%	0.10%	0.00%	0.30%	0.10%	1.10%		
0510 - ACCOUNTING	# 1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0		
	%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
13-2011 - Accountants and Auditors	%	100.00%	43.00%	57.00%	2.00%	3.10%	35.00%	42.80%	2.60%	5.30%	2.70%	4.70%	0.00%	0.10%	0.10%	0.30%	0.50%		
1152 - PRODUCTION CONTROL	# 1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0		
	%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
11-3051 - Industrial Production Managers	%	100.00%	83.40%	16.60%	4.50%	1.20%	72.90%	13.30%	2.40%	0.90%	2.40%	0.90%	0.00%	0.00%	0.20%	0.10%	0.20%		

****CONTROLLED UNCLASSIFIED INFORMATION****																	
Worksheet A7P: New Hires for Mission-Critical Occupations by Race/Ethnicity and Sex [Permanent]																	
(ANC, FY 2023)																	
New Hires for Mission-Critical Occupations	All			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Job Series: 1910																	
Vacancy Announcements #	1																
Voluntarily Identified Applicants #	24	13	11	1	0	6	2	4	8	2	0	0	1	0	0	0	0
Voluntarily Identified Applicants %	100.00	54.17	45.83	4.17	0.00	25.00	8.33	16.67	33.33	8.33	0.00	0.00	4.17	0.00	0.00	0.00	0.00
Qualified External Applicants #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Qualified External Applicants %	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Referred Applicants %	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
External Selections %	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CLF %	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Job Series: 2210																	
Vacancy Announcements #	2																
Voluntarily Identified Applicants #	65	57	8	4	1	21	1	22	6	10	0	0	0	0	0	0	0
Voluntarily Identified Applicants %	100.00	87.69	12.31	6.15	1.54	32.31	1.54	33.85	9.23	15.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants #	25	20	5	1	1	9	1	8	3	2	0	0	0	0	0	0	0
Qualified External Applicants %	100.00	80.00	20.00	4.00	4.00	36.00	4.00	32.00	12.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	25	20	5	1	1	9	1	8	3	2	0	0	0	0	0	0	0
Referred Applicants %	100.00	80.00	20.00	4.00	4.00	36.00	4.00	32.00	12.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections #	2	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0
External Selections %	100.00	50.00	50.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CLF %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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****CONTROLLED UNCLASSIFIED INFORMATION****																	
Worksheet A9P: Internal Competitive Promotions for Mission-Critical Occupations by Race/Ethnicity and Sex [Permanent] (ANC, FY 2023)																	
Internal Competitive Promotions						RACE/ETHNICITY (Non-Hispanic or Latino)											
	All			Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Job Series: 0080																	
Vacancy Announcements #	3																
Relevant Applicant Pool %	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Applications #	102	63	19	9	4	39	7	31	6	1	0	1	0	2	0	0	0
Internal Applications %	100.00	61.37	18.63	8.82	3.92	38.24	6.86	30.39	7.84	0.98	0.00	0.98	0.00	1.96	0.00	0.00	0.00
Qualified Internal Applicants #	40	36	4	5	0	14	2	16	2	0	0	0	0	1	0	0	0
Qualified Internal Applicants %	100.00	90.00	10.00	12.50	0.00	35.00	5.00	40.00	5.00	0.00	0.00	0.00	0.00	2.50	0.00	0.00	0.00
Referred Applicants #	12	12	0	0	0	8	0	4	0	0	0	0	0	0	0	0	0
Referred Applicants %	100.00	100.00	0.00	0.00	0.00	66.67	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
Internal Selections %	100.00	100.00	0.00	0.00	0.00	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Job Series: 0201																	
Vacancy Announcements #	1																
Relevant Applicant Pool %	100.00	0.00	100.00	0.00	0.00	0.00	0.00	75.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Applications #	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Internal Applications %	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified Internal Applicants #	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Qualified Internal Applicants %	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Referred Applicants %	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Selections %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Job Series: 0260																	
Vacancy Announcements #	4																
Relevant Applicant Pool %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Applications #	44	25	19	4	3	6	4	11	10	2	2	0	0	2	0	0	0
Internal Applications %	100.00	56.82	43.18	9.09	6.82	13.64	9.09	25.00	22.73	4.55	4.55	0.00	0.00	4.55	0.00	0.00	0.00
Qualified Internal Applicants #	32	19	13	4	3	6	2	7	6	1	2	0	0	1	0	0	0
Qualified Internal Applicants %	100.00	59.38	40.63	12.50	9.38	18.75	6.25	21.88	18.75	3.13	6.25	0.00	0.00	3.13	0.00	0.00	0.00
Referred Applicants #	32	19	13	4	3	6	2	7	6	1	2	0	0	1	0	0	0
Referred Applicants %	100.00	59.38	40.63	12.50	9.38	18.75	6.25	21.88	18.75	3.13	6.25	0.00	0.00	3.13	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	2	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0
Internal Selections %	100.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Job Series: 0560																	
Vacancy Announcements #	2																
Relevant Applicant Pool %	100.00	75.00	25.00	0.00	0.00	50.00	25.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Applications #	63	25	38	1	5	8	8	9	17	6	7	1	0	0	1	0	0
Internal Applications %	100.00	39.68	60.32	1.59	7.94	12.70	12.70	14.29	26.98	9.52	11.11	1.59	0.00	0.00	1.59	0.00	0.00
Qualified Internal Applicants #	51	20	31	1	5	7	6	6	13	5	6	1	0	0	1	0	0
Qualified Internal Applicants %	100.00	39.22	60.78	1.96	9.80	13.73	11.76	11.76	25.49	9.80	11.76	1.96	0.00	0.00	1.96	0.00	0.00
Referred Applicants #	31	11	20	0	4	4	5	3	8	3	3	1	0	0	0	0	0
Referred Applicants %	100.00	35.48	64.52	0.00	12.90	12.90	16.13	9.68	25.81	9.68	9.68	3.23	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Selections %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Job Series: 2210																	
Vacancy Announcements #	6																
Relevant Applicant Pool %	100.00	100.00	0.00	0.00	0.00	66.67	0.00	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Applications #	202	158	44	13	6	42	14	61	16	37	8	1	0	4	0	0	0
Internal Applications %	100.00	78.22	21.78	6.44	2.97	20.79	6.93	30.20	7.92	18.32	3.96	0.50	0.00	1.98	0.00	0.00	0.00
Qualified Internal Applicants #	157	123	34	11	5	35	10	44	12	31	7	0	0	2	0	0	0
Qualified Internal Applicants %	100.00	78.34	21.66	7.01	3.18	22.29	6.37	28.03	7.64	19.75	4.46	0.00	0.00	1.27	0.00	0.00	0.00
Referred Applicants #	155	122	33	11	5	35	9	43	12	31	7	0	0	2	0	0	0
Referred Applicants %	100.00	78.71	21.29	7.10	3.23	22.58	5.81	27.74	7.74	20.00	4.52	0.00	0.00	1.29	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	3	2	1	0	0	1	0	0	1	1	0	0	0	0	0	0	0
Internal Selections %	100.00	66.67	33.33	0.00	0.00	33.33	0.00	0.00	33.33	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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*****CONTROLLED UNCLASSIFIED INFORMATION*****																	
Worksheet A11: Internal Competitive Promotions for Senior Grade Levels by Race/Ethnicity and Sex [Permanent]																	
(ANC, FY 2023)																	
Internal Competitive Promotions for Senior Grade Levels	All			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-13 or Equivalent																	
Vacancy Announcements #	10																
Internal Applications #	293	193	100	12	15	62	33	65	35	48	15	3	1	3	1	0	0
Internal Applications %	100.00	65.87	34.13	4.10	5.12	21.16	11.26	22.18	11.95	16.38	5.12	1.02	0.34	1.02	0.34	0.00	0.00
Qualified Internal Applicants #	212	138	74	8	13	45	21	41	26	41	13	1	0	2	1	0	0
Qualified Internal Applicants %	100.00	65.09	34.91	3.77	6.13	21.23	9.91	19.34	12.26	19.34	6.13	0.47	0.00	0.94	0.47	0.00	0.00
Referred Applicants #	175	118	57	7	11	36	18	37	18	35	10	1	0	2	0	0	0
Referred Applicants %	100.00	67.43	32.57	4.00	6.29	20.57	10.29	21.14	10.29	20.00	5.71	0.57	0.00	1.14	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	3	2	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0
Internal Selections %	100.00	66.67	33.33	0.00	33.33	33.33	0.00	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool %	100.00	75.00	25.00	0.00	0.00	75.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14 or Equivalent																	
Vacancy Announcements #	3																
Internal Applications #	114	91	23	13	4	40	5	30	14	5	0	1	0	2	0	0	0
Internal Applications %	100.00	79.82	20.18	11.40	3.51	35.09	4.39	26.32	12.28	4.39	0.00	0.88	0.00	1.75	0.00	0.00	0.00
Qualified Internal Applicants #	62	50	12	10	2	19	3	18	7	2	0	0	0	1	0	0	0
Qualified Internal Applicants %	100.00	80.65	19.35	16.13	3.23	30.65	4.84	29.03	11.29	3.23	0.00	0.00	0.00	1.61	0.00	0.00	0.00
Referred Applicants #	52	41	11	7	2	16	2	15	7	2	0	0	0	1	0	0	0
Referred Applicants %	100.00	78.85	21.15	13.46	3.85	30.77	3.85	28.85	13.46	3.85	0.00	0.00	0.00	1.92	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	3	2	1	0	0	0	0	2	1	0	0	0	0	0	0	0	0
Internal Selections %	100.00	66.67	33.33	0.00	0.00	0.00	0.00	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool %	100.00	71.43	28.57	0.00	0.00	57.14	28.57	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15 or Equivalent																	
Vacancy Announcements #	0																
Internal Applications #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Applications %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified Internal Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified Internal Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Referred Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Selections %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool %	100.00	50.00	50.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SES or Equivalent																	
Vacancy Announcements #	0																
Internal Applications #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Applications %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified Internal Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified Internal Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Referred Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Selections %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Army National Military Cemeteries | Federal Agency Equal Employment Opportunity Program Status Report

*****CONTROLLED UNCLASSIFIED INFORMATION*****																	
Worksheet A12: Career Development in Senior Grade Levels - Distribution by Race/Ethnicity and Sex [Permanent]																	
(ANC, FY 2023)																	
Career Development for Senior Grade Levels	All			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Career Development Programs for GS-13 or Equivalent																	
Slots for Career Development Program #	11																
Eligible for Career Development Program #	224	146	78	8	13	48	22	46	29	41	13	1	0	2	1	0	0
Eligible for Career Development Program %	100.00	65.18	34.82	3.57	5.80	21.43	9.82	20.54	12.95	18.30	5.80	0.45	0.00	0.89	0.45	0.00	0.00
Applicants for Career Development Program #	326	221	105	14	15	71	34	77	39	53	15	3	1	3	1	0	0
Applicants for Career Development Program %	100.00	67.79	32.21	4.29	4.60	21.78	10.43	23.62	11.96	16.26	4.60	0.92	0.31	0.92	0.31	0.00	0.00
Selections for Career Development Program #	4	2	2	0	1	1	1	0	0	1	0	0	0	0	0	0	0
Selections for Career Development Program %	100.00	50.00	50.00	0.00	25.00	25.00	25.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Development Programs for GS-14 or Equivalent																	
Slots for Career Development Program #	3																
Eligible for Career Development Program #	62	50	12	10	2	19	3	18	7	2	0	0	0	1	0	0	0
Eligible for Career Development Program %	100.00	80.65	19.35	16.13	3.23	30.65	4.84	29.03	11.29	3.23	0.00	0.00	0.00	1.61	0.00	0.00	0.00
Applicants for Career Development Program #	114	91	23	13	4	40	5	30	14	5	0	1	0	2	0	0	0
Applicants for Career Development Program %	100.00	79.82	20.18	11.40	3.51	35.09	4.39	26.32	12.28	4.39	0.00	0.88	0.00	1.75	0.00	0.00	0.00
Selections for Career Development Program #	3	2	1	0	0	0	0	2	1	0	0	0	0	0	0	0	0
Selections for Career Development Program %	100.00	66.67	33.33	0.00	0.00	0.00	0.00	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Development Programs for GS-15 or Equivalent																	
Slots for Career Development Program #	0																
Eligible for Career Development Program #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Career Development Program %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Applicants for Career Development Program #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Applicants for Career Development Program %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selections for Career Development Program #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selections for Career Development Program %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Development Programs for SES or Equivalent																	
Slots for Career Development Program #	0																
Eligible for Career Development Program #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Career Development Program %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Applicants for Career Development Program #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Applicants for Career Development Program %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selections for Career Development Program #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selections for Career Development Program %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Army National Military Cemeteries | Federal Agency Equal Employment Opportunity Program Status Report

*****CONTROLLED UNCLASSIFIED INFORMATION*****																	
Worksheet A13: Employee Recognition And Awards - Distribution by Race/Ethnicity and Sex [Permanent]																	
(ANC, FY 2023)																	
Awards	All			Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Time Off Awards																	
Time-Off Awards: 1-10 hours #	23	13	10	0	1	9	5	4	4	0	0	0	0	0	0	0	0
Time-Off Awards: 1-10 hours %	100.00%	56.52%	43.47%	0.00%	4.35%	39.13%	21.74%	17.39%	17.39%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours	144.00	76.00	68.00	0.00	4.00	60.00	36.00	16.00	28.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Average Hours	6.26	5.84	6.80	0.00	4.00	6.66	7.20	4.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards: 11-20 hours #	27	20	7	1	2	12	5	4	0	1	0	0	0	1	0	0	0
Time-Off Awards: 11-20 hours %	100.00%	74.07%	25.92%	3.70%	7.40%	44.44%	18.51%	14.81%	0.00%	3.70%	0.00%	0.00%	0.00%	3.70%	0.00%	0.00%	0.00%
Total Hours	414.00	304.00	110.00	16.00	28.00	180.00	82.00	64.00	0.00	16.00	0.00	0.00	0.00	16.00	0.00	0.00	0.00
Average Hours	15.00	15.00	15.00	16.00	14.00	15.00	16.00	16.00	0.00	16.00	0.00	0.00	0.00	16.00	0.00	0.00	0.00
Time-Off Awards: 21-30 hours #	4	3	1	0	0	2	1	1	0	0	0	0	0	0	0	0	0
Time-Off Awards: 21-30 hours %	100.00%	75.00%	25.00%	0.00%	0.00%	50.00%	25.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours	96.00	72.00	24.00	0.00	0.00	48.00	24.00	24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Average Hours	24.00	24.00	24.00	0.00	0.00	24.00	24.00	24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards: 31-40 hours #	5	4	1	0	1	0	0	1	3	0	0	0	0	0	0	0	0
Time-Off Awards: 31-40 hours %	100.00%	80.00%	20.00%	0.00%	20.00%	0.00%	0.00%	20.00%	60.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours	186.00	146.00	40.00	0.00	40.00	0.00	0.00	40.00	106.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Average Hours	37.00	36.00	40.00	0.00	40.00	0.00	0.00	40.00	35.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards: 41 or more hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards: 41 or more hours %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Average Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards																	
Cash Awards: \$500 and Under #	44	39	5	2	0	20	4	15	1	1	0	0	0	1	0	0	0
Cash Awards: \$500 and Under %	100.00%	88.63%	11.36%	4.54%	0.00%	45.45%	9.09%	34.09%	2.27%	2.27%	0.00%	0.00%	0.00%	2.27%	0.00%	0.00%	0.00%
Total Amount	\$17,400.00	\$15,100.00	\$2,300.00	\$700.00	\$0.00	\$7,600.00	\$1,800.00	\$5,950.00	\$500.00	\$500.00	\$0.00	\$0.00	\$0.00	\$350.00	\$0.00	\$0.00	\$0.00
Average Amount	\$395.00	\$387.00	\$460.00	\$350.00	\$0.00	\$380.00	\$450.00	\$396.00	\$500.00	\$500.00	\$0.00	\$0.00	\$0.00	\$350.00	\$0.00	\$0.00	\$0.00
Cash Awards: \$501 - \$999 #	12	9	3	2	0	6	1	1	2	0	0	0	0	0	0	0	0
Cash Awards: \$501 - \$999 %	100.00%	75.00%	25.00%	16.66%	0.00%	50.00%	8.33%	8.33%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Amount	\$8,424.00	\$6,251.00	\$2,173.00	\$1,433.00	\$0.00	\$4,068.00	\$750.00	\$750.00	\$1,423.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Amount	\$702.00	\$695.00	\$724.00	\$717.00	\$0.00	\$678.00	\$750.00	\$750.00	\$712.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cash Awards: \$1,000 - \$1,999 #	18	11	7	1	1	5	4	5	1	0	0	0	0	0	0	0	0
Cash Awards: \$1,000 - \$1,999 %	100.00%	61.11%	38.88%	5.55%	5.55%	27.77%	22.22%	27.77%	5.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Amount	\$24,385.00	\$16,042.00	\$8,343.00	\$1,262.00	\$1,232.00	\$7,127.00	\$4,861.00	\$7,653.00	\$1,250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Amount	\$1,355.00	\$1,458.00	\$1,192.00	\$1,262.00	\$1,232.00	\$1,425.00	\$1,215.00	\$1,531.00	\$1,250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cash Awards: \$2,000 - \$2,999 #	44	36	8	1	2	22	4	6	2	3	0	1	0	3	0	0	0
Cash Awards: \$2,000 - \$2,999 %	100.00%	81.81%	18.18%	2.27%	4.54%	50.00%	9.09%	13.63%	4.54%	6.81%	0.00%	2.27%	0.00%	6.81%	0.00%	0.00%	0.00%
Total Amount	\$111,074.00	\$90,578.00	\$20,496.00	\$2,052.00	\$5,782.00	#####	\$9,369.00	#####	\$5,345.00	\$7,297.00	\$0.00	\$2,137.00	\$0.00	\$8,110.00	\$0.00	\$0.00	\$0.00
Average Amount	\$2,524.00	\$2,516.00	\$2,562.00	\$2,052.00	\$2,891.00	\$2,517.00	\$2,342.00	\$2,603.00	\$2,673.00	\$2,432.00	\$0.00	\$2,137.00	\$0.00	\$2,703.00	\$0.00	\$0.00	\$0.00
Cash Awards: \$3,000 - \$3,999 #	33	28	5	1	15	3	12	2	0	0	0	0	0	0	0	0	0
Cash Awards: \$3,000 - \$3,999 %	100.00%	84.84%	15.15%	3.03%	45.45%	9.09%	36.36%	6.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Amount	\$114,361.00	\$96,412.00	\$179,949.00	\$3,065.00	#####	#####	#####	\$7,101.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Amount	\$3,465.00	\$3,443.00	\$3,590.00	\$3,065.00	\$3,485.00	\$3,616.00	\$3,423.00	\$3,551.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cash Awards: \$4,000 - \$4,999 #	19	15	4	0	1	9	1	6	2	0	0	0	0	0	0	0	0
Cash Awards: \$4,000 - \$4,999 %	100.00%	78.94%	21.05%	0.00%	5.26%	47.36%	5.26%	31.57%	10.52%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Amount	\$85,251.00	\$67,232.00	\$18,019.00	\$0.00	\$4,323.00	#####	\$4,323.00	#####	\$9,373.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Amount	\$4,487.00	\$4,482.00	\$4,505.00	\$0.00	\$4,323.00	\$4,427.00	\$4,323.00	\$4,564.00	\$4,687.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cash Awards: \$5000 or more #	28	18	10	2	0	14	6	2	3	1	0	0	0	0	0	0	0
Cash Awards: \$5000 or more %	100.00%	64.28%	35.71%	7.14%	0.00%	50.00%	21.42%	7.14%	10.71%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Amount	\$173,858.00	\$106,802.00	\$67,056.00	#####	\$0.00	#####	#####	#####	\$8,356.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Amount	\$6,209.00	\$5,933.00	\$6,706.00	\$5,330.00	\$0.00	\$6,029.00	\$6,788.00	\$5,870.00	\$5,990.00	\$8,356.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Awards																	
Quality Step Increases (QSI) #	5	2	3	0	0	1	3	1	0	0	0	0	0	0	0	0	0
Quality Step Increases (QSI) %	100.00%	40.00%	60.00%	0.00%	0.00%	20.00%	60.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Benefit	\$19,587.00	\$10,013.00	\$9,574.00	\$0.00	\$0.00	\$6,280.00	\$9,574.00	\$3,733.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Benefit	\$3,917.00	\$5,006.00	\$3,191.00	\$0.00	\$0.00	\$6,280.00	\$0.00	\$3,191.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Performance Based Pay Increase #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Based Pay Increase %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Benefit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Benefit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Alternative Benchmark %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Army National Military Cemeteries | Federal Agency Equal Employment Opportunity Program Status Report

*****CONTROLLED UNCLASSIFIED INFORMATION*****																	
Worksheet A15: New Hires for Senior Grade Levels by Race/Ethnicity and Sex [Permanent]																	
(ANC, FY 2023)																	
New Hires for Senior Grade Levels						RACE/ETHNICITY (Non-Hispanic or Latino)											
	All			Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total Senior Grades #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Senior Grades %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Upward Mobility Benchmark %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Alternative Benchmark %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13 or Equivalent																	
Vacancy Announcements #	1																
Voluntarily Identified Applicants #	33	28	5	2	0	9	1	12	4	5	0	0	0	0	0	0	0
Voluntarily Identified Applicants %	100.00	84.85	15.15	6.06	0.00	27.27	3.03	36.36	12.12	15.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants #	12	8	4	0	0	3	1	5	3	0	0	0	0	0	0	0	0
Qualified External Applicants %	100.00	66.67	33.33	0.00	0.00	25.00	8.33	41.67	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	12	8	4	0	0	3	1	5	3	0	0	0	0	0	0	0	0
Referred Applicants %	100.00	66.67	33.33	0.00	0.00	25.00	8.33	41.67	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections #	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
External Selections %	100.00	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14 or Equivalent																	
Vacancy Announcements #	2																
Voluntarily Identified Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Voluntarily Identified Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants #	36	31	5	7	2	7	3	9	6	2	0	0	0	0	0	0	0
Qualified External Applicants %	100.00	86.11	13.88	19.44	5.55	19.44	8.33	25.00	16.66	5.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	36	31	5	7	2	7	3	9	6	2	0	0	0	0	0	0	0
Referred Applicants %	100.00	86.11	13.88	19.44	5.55	19.44	8.33	25.00	16.66	5.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections #	2	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0
External Selections %	100.00	50.00	50.00	0.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15 or Equivalent																	
Vacancy Announcements #	0																
Voluntarily Identified Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Voluntarily Identified Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified External Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Referred Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Selections %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SES or Equivalent																	
Vacancy Announcements #	0																
Voluntarily Identified Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Voluntarily Identified Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified External Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Referred Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Selections %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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*****CONTROLLED UNCLASSIFIED INFORMATION*****																	
Worksheet A16: Distribution by Race/Ethnicity and Sex (ANC, FY 2023)																	
Separations	All			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total Workforce																	
Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reduction in Force %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Removal #	2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
Removal %	100.00%	100.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation #	7	4	3	0	0	2	3	2	0	0	0	0	0	0	0	0	0
Resignation %	100.00%	57.14%	42.85%	0.00%	0.00%	28.57%	42.85%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement #	3	3	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
Retirement %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Separations #	29	19	10	3	1	12	6	4	2	0	1	0	0	0	0	0	0
Other Separations %	100.00%	65.51%	34.48%	10.34%	3.45%	41.38%	20.69%	13.79%	6.90%	0.00%	3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations #	41	28	13	3	1	15	9	10	2	0	1	0	0	0	0	0	0
Total Separations %	100.00%	68.29%	31.70%	7.31%	2.43%	36.58%	21.95%	24.39%	4.87%	0.00%	2.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Permanent Workforce																	
Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reduction in Force %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Removal #	2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
Removal %	100.00%	100.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation #	7	4	3	0	0	2	3	2	0	0	0	0	0	0	0	0	0
Resignation %	100.00%	57.14%	42.85%	0.00%	0.00%	28.57%	42.85%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement #	3	3	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
Retirement %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Separations #	29	19	10	3	1	12	6	4	2	0	1	0	0	0	0	0	0
Other Separations %	100.00%	65.51%	34.48%	10.34%	3.45%	41.38%	20.69%	13.79%	6.90%	0.00%	3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations #	41	28	13	3	1	15	9	10	2	0	1	0	0	0	0	0	0
Total Separations %	100.00%	68.29%	31.70%	7.31%	2.43%	36.58%	21.95%	24.39%	4.87%	0.00%	2.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Temporary Workforce																	
Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reduction in Force %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Removal #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Removal %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Resignation %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retirement %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Separations #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Separations %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Separations %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

*****CONTROLLED UNCLASSIFIED INFORMATION*****																	
Worksheet A17: Grade Levels for Management Positions - Distribution by Race/Ethnicity and Sex [Permanent] (ANC, FY 2023)																	
Grade Levels for Management Positions	All			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Executives																	
GS-15 #	5	3	2	0	0	2	1	1	0	0	0	0	0	0	0	0	1
GS-15 %	100.00	60.00	40.00	0.00	0.00	40.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00
Managers																	
GS-13 #	8	6	2	1	1	4	0	1	1	0	0	0	0	0	0	0	0
GS-13 %	100.00	75.00	25.00	12.50	12.50	50.00	0.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14 #	14	9	5	0	1	5	3	4	1	0	0	0	0	0	0	0	0
GS-14 %	100.00	64.29	35.71	0.00	7.14	35.71	21.43	28.57	7.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WS-14 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
WS-14 %	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supervisors																	
GS-12 #	4	4	0	1	0	2	0	1	0	0	0	0	0	0	0	0	0
GS-12 %	100.00	100.00	0.00	25.00	0.00	50.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WS-10 #	4	4	0	0	0	3	0	1	0	0	0	0	0	0	0	0	0
WS-10 %	100.00	100.00	0.00	0.00	0.00	75.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WS-11 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
WS-11 %	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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*****CONTROLLED UNCLASSIFIED INFORMATION*****																	
Worksheet A19: Internal Competitive Promotions for Management Positions by Race/Ethnicity and Sex [Permanent]																	
(ANC, FY 2023)																	
Internal Competitive Promotions for Management Positions	All			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Managers																	
Vacancy Announcements #	7																
Relevant Applicant Pool %	100.00	100.00	0.00	12.50	0.00	75.00	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Applications #	186	139	47	17	7	60	15	47	23	9	1	2	1	4	0	0	0
Internal Applications %	100.00	74.73	25.27	9.14	3.76	32.26	8.06	25.27	12.37	4.84	0.54	1.08	0.54	2.15	0.00	0.00	0.00
Qualified Internal Applicants #	96	73	23	12	3	30	8	25	12	4	0	0	0	2	0	0	0
Qualified Internal Applicants %	100.00	76.04	23.96	12.50	3.13	31.25	8.33	26.04	12.50	4.17	0.00	0.00	0.00	2.08	0.00	0.00	0.00
Referred Applicants #	79	61	18	9	3	25	6	21	9	4	0	0	0	2	0	0	0
Referred Applicants %	100.00	77.22	22.78	11.39	3.80	31.65	7.59	26.58	11.39	5.06	0.00	0.00	0.00	2.53	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	4	3	1	0	0	1	0	2	1	0	0	0	0	0	0	0	0
Internal Selections %	100.00	75.00	25.00	0.00	0.00	25.00	0.00	50.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supervisors																	
Vacancy Announcements #	3																
Relevant Applicant Pool %	100.00	80.00	20.00	0.00	0.00	60.00	0.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Applications #	39	30	9	2	0	13	3	11	6	3	0	1	0	0	0	0	0
Internal Applications %	100.00	76.92	23.08	5.13	0.00	33.33	7.69	28.21	15.38	7.69	0.00	2.56	0.00	0.00	0.00	0.00	0.00
Qualified Internal Applicants #	10	9	1	0	0	5	1	4	0	0	0	0	0	0	0	0	0
Qualified Internal Applicants %	100.00	90.00	10.00	0.00	0.00	50.00	10.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants #	10	9	1	0	0	5	1	4	0	0	0	0	0	0	0	0	0
Referred Applicants %	100.00	90.00	10.00	0.00	0.00	50.00	10.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed Applicants %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Internal Selections %	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*****CONTROLLED UNCLASSIFIED INFORMATION*****																	
Worksheet A20: Career Development for Management Positions - Distribution by Race/Ethnicity and Sex [Permanent]																	
(ANC, FY 2023)																	
Career Development for Management Positions	All			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Managers																	
Slots for Career Development Program #	7																
Eligible for Career Development Program #	96	73	23	12	3	30	8	25	12	4	0	0	0	2	0	0	0
Eligible for Career Development Program %	100.00	76.04	23.96	12.50	3.13	31.25	8.33	26.04	12.50	4.17	0.00	0.00	0.00	2.08	0.00	0.00	0.00
Applicants for Career Development Program #	186	139	47	17	7	60	15	47	23	9	1	2	1	4	0	0	0
Applicants for Career Development Program %	100.00	74.73	25.27	9.14	3.76	32.26	8.06	25.27	12.37	4.84	0.54	1.08	0.54	2.15	0.00	0.00	0.00
Selections for Career Development Program #	4	3	1	0	0	1	0	2	1	0	0	0	0	0	0	0	0
Selections for Career Development Program %	100.00	75.00	25.00	0.00	0.00	25.00	0.00	50.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supervisors																	
Slots for Career Development Program #	3																
Eligible for Career Development Program #	10	9	1	0	0	5	1	4	0	0	0	0	0	0	0	0	0
Eligible for Career Development Program %	100.00	90.00	10.00	0.00	0.00	50.00	10.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Applicants for Career Development Program #	39	30	9	2	0	13	3	11	6	3	0	1	0	0	0	0	0
Applicants for Career Development Program %	100.00	76.92	23.08	5.13	0.00	33.33	7.69	28.21	15.38	7.69	0.00	2.56	0.00	0.00	0.00	0.00	0.00
Selections for Career Development Program #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Selections for Career Development Program %	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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****CONTROLLED UNCLASSIFIED INFORMATION****																		
Table BI-1: TOTAL WORKFORCE - Distribution by Disability Status (Participation Rate) (ANC, FY 2023)																		
Employment Tenure by Sub-Component		Total by Disability Status					Detail for Targeted Disabilities											
		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
TOTAL WORKFORCE																		
Prior FY	#	194	147	21	26	12	0	2	0	0	0	0	0	2	7	0	1	
	%	100.00%	75.77%	10.82%	13.40%	6.18%	0.00%	1.03%	0.00%	0.00%	0.00%	0.00%	0.00%	1.03%	3.60%	0.00%	0.51%	
Current FY	#	199	149	20	30	13	0	2	0	0	0	0	0	3	7	0	1	
	%	100.00%	74.87%	10.05%	15.80%	6.53%	0.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.50%	3.51%	0.00%	0.50%	
501 Goal		12.00% 2.00%																
Difference	#	5	2	-1	4	1	0	0	0	0	0	0	0	1	0	0	0	
Ratio Change	%		-0.90%	-0.77%	1.67%	0.35%		-1.28%						6.41%	-4.49%		-0.64%	
Net Change	%	2.58%	1.36%	-4.76%	15.38%	8.33%								50.00%				
EMPLOYEE GAINS																		
New Hires	#	45	31	4	10	4	0	0	0	0	0	0	0	2	2	0	0	
	%	100.00%	68.89%	8.89%	22.22%	8.89%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.44%	4.44%	0.00%	0.00%	
EMPLOYEE LOSSES																		
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Removal	#	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Resignation	#	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Retirement	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Other Separations	#	29	26	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	89.66%	10.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total Separations	#	41	36	3	2	2	0	0	0	0	0	0	0	0	2	0	0	
	%	100.00%	87.80%	7.32%	4.88%	4.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.88%	0.00%	0.00%	
PERMANENT WORKFORCE																		
Prior FY	#	194	147	21	26	12	0	2	0	0	0	0	0	2	7	0	1	
	%	100.00%	75.77%	10.82%	13.40%	6.18%	0.00%	1.03%	0.00%	0.00%	0.00%	0.00%	0.00%	1.03%	3.60%	0.00%	0.51%	
Perm Current FY	#	199	149	20	30	13	0	2	0	0	0	0	0	3	7	0	1	
	%	100.00%	74.87%	10.05%	15.80%	6.53%	0.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.50%	3.51%	0.00%	0.50%	
Difference	#	5	2	-1	4	1	0	0	0	0	0	0	0	1	0	0	0	
Ratio Change	%		-0.90%	-0.77%	1.67%	0.35%		-1.28%						-1.28%	-4.49%		-0.64%	
Net Change	%	2.58%	1.36%	-4.76%	15.38%	8.33%								50.00%				
EMPLOYEE GAINS																		
New Hires	#	45	31	4	10	4	0	0	0	0	0	0	0	2	2	0	0	
	%	100.00%	68.89%	8.89%	22.22%	8.89%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.44%	4.44%	0.00%	0.00%	
EMPLOYEE LOSSES																		
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Removal	#	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Resignation	#	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Retirement	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Other Separations	#	29	26	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	89.66%	10.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total Separations	#	41	36	3	2	2	0	0	0	0	0	0	0	0	2	0	0	
	%	100.00%	87.80%	7.32%	4.88%	4.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.88%	0.00%	0.00%	

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****CONTROLLED UNCLASSIFIED INFORMATION****																		
Table B1-2: TOTAL WORKFORCE - Distribution by Disability Status (Inclusion Rate)																		
(ANC, FY 2023)																		
Employment Tenure by Sub-Component		Total	Total by Disability Status					Detail for Targeted Disabilities										
			No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
TOTAL WORKFORCE																		
Prior FY	#	194	147	21	26	12	0	2	0	0	0	0	0	2	7	0	1	
	%	100.00%	75.77%	10.82%	13.40%	6.19%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%	58.33%	0.00%	8.33%
Current FY	#	199	149	20	30	13	0	2	0	0	0	0	0	3	7	0	1	
	%	100.00%	74.87%	10.05%	15.08%	6.53%	0.00%	15.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	23.08%	53.85%	0.00%	7.69%
501 Goal	%				12.00%	2.00%												
Difference	#	5	2	-1	4	1	0	0	0	0	0	0	0	1	0	0	0	
Ratio Change	%	0.00%	-0.90%	-0.77%	1.67%	0.35%	0.00%	-1.28%	0.00%	0.00%	0.00%	0.00%	0.00%	6.41%	-4.49%	0.00%	-0.64%	
Net Change	%	2.58%	1.36%	-4.76%	15.38%	8.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	
EMPLOYEE GAINS																		
New Hires	#	45	31	4	10	4	0	0	0	0	0	0	0	2	2	0	0	
	%	100.00%	68.89%	8.89%	22.22%	8.89%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.44%	4.44%	0.00%	0.00%	
EMPLOYEE LOSSES																		
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Removal	#	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Resignation	#	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Retirement	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Other Separations	#	29	26	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	89.66%	10.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total Separations	#	41	36	3	2	2	0	0	0	0	0	0	0	0	2	0	0	
	%	100.00%	87.80%	7.32%	4.88%	4.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.88%	0.00%	0.00%	
PERMANENT WORKFORCE																		
Prior FY	#	194	147	21	26	12	0	2	0	0	0	0	0	2	7	0	1	
	%	100.00%	75.77%	10.82%	13.40%	6.19%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%	58.33%	0.00%	8.33%
Perm Current FY	#	199	149	20	30	13	0	2	0	0	0	0	0	3	7	0	1	
	%	100.00%	74.87%	10.05%	15.08%	6.53%	0.00%	15.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	15.38%	53.85%	0.00%	7.69%
Difference	#	5	2	-1	4	1	0	0	0	0	0	0	0	1	0	0	0	
Ratio Change	%	0.00%	-0.90%	-0.77%	1.67%	0.35%	0.00%	-1.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-1.28%	-4.49%	0.00%	-0.64%
Net Change	%	2.58%	1.36%	-4.76%	15.38%	8.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	
EMPLOYEE GAINS																		
New Hires	#	45	31	4	10	4	0	0	0	0	0	0	0	2	2	0	0	
	%	100.00%	68.89%	8.89%	22.22%	8.89%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.44%	4.44%	0.00%	0.00%	
EMPLOYEE LOSSES																		
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Removal	#	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Resignation	#	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Retirement	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Other Separations	#	29	26	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	89.66%	10.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total Separations	#	41	36	3	2	2	0	0	0	0	0	0	0	0	2	0	0	
	%	100.00%	87.80%	7.32%	4.88%	4.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.88%	0.00%	0.00%	

****CONTROLLED UNCLASSIFIED INFORMATION****																	
Table B2: PERMANENT WORKFORCE BY COMPONENT - Distribution by Disability Status (Participation Rate) (ANC, FY 2023)																	
Employment Tenure	Total	Total by Disability Status					Detail for Targeted Disabilities										
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%			12.00%	2.00%												
Permanent Workforce	# 199	149	20	30	13	0	2	0	0	0	0	0	0	3	7	0	1
	% 100.00%	74.87%	10.05%	15.07%	6.53%	0.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.50%	3.51%	0.00%	0.50%
U.S. ARMY NATIONAL MILITARY CEMETERIES	# 199	149	20	30	13	0	2	0	0	0	0	0	0	3	7	0	1
	% 100.00%	74.87%	10.05%	15.07%	6.53%	0.00%	15.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	23.07%	53.84%	0.00%	7.69%

****CONTROLLED UNCLASSIFIED INFORMATION****																	
Table B3: OCCUPATIONAL CATEGORIES - Distribution by Disability (Participation Rate) (ANC, FY 2023)																	
		Total	Total by Disability Status					Detail for Targeted Disabilities									
			No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)
Occupational Categories																	
501 Goal	%			12.00%	2.00%												
1. Management																	
Executives	#	5	3	0	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	60.00%	0.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Managers	#	23	15	3	5	1	0	1	0	0	0	0	0	0	0	0	0
	%	100.00%	65.21%	13.04%	21.73%	4.34%	0.00%	4.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisors	#	9	7	0	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	77.77%	0.00%	22.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2. Professionals	#	40	31	5	4	2	0	0	0	0	0	0	0	0	1	0	1
	%	100.00%	77.50%	12.50%	10.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%
3. Technicians	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4. Administrative Support Workers	#	3	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	66.66%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
5. Craft Workers	#	43	36	4	3	2	0	0	0	0	0	0	0	2	0	0	0
	%	100.00%	83.72%	9.30%	6.97%	4.65%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
6. Operatives	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
7. Laborers and Helpers	#	13	11	1	1	1	0	0	0	0	0	0	0	1	0	0	0
	%	100.00%	84.61%	7.69%	7.69%	7.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
8. Service Workers	#	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

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[illegible]

****CONTROLLED UNCLASSIFIED INFORMATION****																		
Table BSP: SALARY - Distribution by Disability (Participation Rate) (ANC, FY 2023)																		
			Total by Disability Status					Detail for Targeted Disabilities										
			No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Salary Range	Total																	
\$01 Goal	%				12.00%	2.00%												
Up to \$20,000	#	199	149	20	30	13	0	2	0	0	0	0	0	3	7	0	1	
	%	100.00%	74.87%	10.05%	15.07%	6.53%	0.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.50%	3.51%	0.00%	0.50%	
\$20,001 - \$30,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$30,001 - \$40,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$40,001 - \$50,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$50,001 - \$60,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$60,001 - \$70,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$70,001 - \$80,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$80,001 - \$90,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$90,001 - \$100,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$100,001 - \$110,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$110,001 - \$120,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$120,001 - \$130,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$130,001 - \$140,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$140,001 - \$150,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$150,001 - \$160,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$161,001 - \$170,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$170,001 - \$180,000	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
\$180,001 and Greater	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

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****CONTROLLED UNCLASSIFIED INFORMATION****																	
Worksheet B6P: Mission-Critical Occupations by Disability [Permanent] (ANC, FY 2023)																	
Mission-Critical Occupations Series Code (four digits)	Total	Total by Disability Status				Detail for Targeted Disabilities											
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Develop- mental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal %				12.00%	2.00%												
0080 - SECURITY ADMINISTRATION #	6	2	0	4	4	0	2	0	0	0	0	0	0	0	2	0	0
0080 - SECURITY ADMINISTRATION %	100.00%	33.33%	0.00%	66.66%	66.66%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%
0201 - HUMAN RESOURCES MANAGEMENT #	4	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0	1
0201 - HUMAN RESOURCES MANAGEMENT %	100.00%	50.00%	25.00%	25.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%
0260 - EQUAL EMPLOYMENT OPPORTUNITY #	2	0	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0
0260 - EQUAL EMPLOYMENT OPPORTUNITY %	100.00%	0.00%	0.00%	100.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%
0346 - LOGISTICS MANAGEMENT #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0346 - LOGISTICS MANAGEMENT %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
0510 - ACCOUNTING #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0510 - ACCOUNTING %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
0560 - BUDGET ANALYSIS #	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0560 - BUDGET ANALYSIS %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1035 - PUBLIC AFFAIRS #	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1035 - PUBLIC AFFAIRS %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1152 - PRODUCTION CONTROL #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1152 - PRODUCTION CONTROL %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1910 - QUALITY ASSURANCE #	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1910 - QUALITY ASSURANCE %	100.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2210 - INFORMATION TECHNOLOGY MANAGEMENT #	11	6	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
2210 - INFORMATION TECHNOLOGY MANAGEMENT %	100.00%	72.72%	18.18%	9.09%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

****CONTROLLED UNCLASSIFIED INFORMATION****																	
Worksheet B7P: New Hires For Mission-Critical Occupations by Disability [Permanent] (ANC, FY 2023)																	
	Total	Total by Disability Status				Detail for Targeted Disabilities											
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Job Series: 1910																	
Vacancy Announcements #	1																
Voluntarily Identified Applicants #	28	27	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Voluntarily Identified Applicants %	100.00%	96.42%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified External Applicants #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified External Applicants %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Referred Applicants #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Referred Applicants %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
External Selections #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Selections %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Job Series: 2210																	
Vacancy Announcements #	2																
Voluntarily Identified Applicants #	64	56	5	3	2	0	0	1	0	0	0	0	0	0	1	0	0
Voluntarily Identified Applicants %	100.00%	87.50%	7.81%	4.68%	3.12%	0.00%	0.00%	1.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.56%	0.00%	0.00%
Qualified External Applicants #	26	24	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0
Qualified External Applicants %	100.00%	92.30%	3.84%	3.84%	3.84%	0.00%	0.00%	3.84%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Referred Applicants #	26	24	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0
Referred Applicants %	100.00%	92.30%	3.84%	3.84%	3.84%	0.00%	0.00%	3.84%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
External Selections #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Selections %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

****CONTROLLED UNCLASSIFIED INFORMATION****																	
Worksheet B8: New Hires For Type Of Appointment by Disability (ANC, FY 2023)																	
Total New Hires	Total	Total by Disability Status				Detail for Targeted Disabilities											
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Develop- mental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Permanent #	45	31	4	10	4	0	0	0	0	0	0	0	0	2	2	0	0
Permanent %	100.00%	68.89%	8.89%	22.22%	8.89%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.44%	4.44%	0.00%	0.00%
Temporary #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Schedule A (permanent) #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Schedule A (permanent) %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total #	45	31	4	10	4	0	0	0	0	0	0	0	0	2	2	0	0
Total %	100.00%	96.00%	0.00%	4.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

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****CONTROLLED UNCLASSIFIED INFORMATION****																		
Worksheet B9P: Internal Competitive Promotions For Mission-Critical Occupations by Disability [Permanent]																		
(ANC, FY 2023)																		
Type of Appointment	Total	Total by Disability Status					Detail for Targeted Disabilities											
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
Job Series: 0080																		
Vacancy Announcements #	3																	
Internal Applications #	105	93	5	7	3	0	1	0	1	0	0	0	0	0	1	0	0	
Internal Applications %	100.00%	88.57%	4.76%	6.66%	2.85%	0.00%	0.95%	0.00%	0.95%	0.00%	0.00%	0.00%	0.00%	0.00%	0.95%	0.00%	0.00%	
Qualified Internal Applicants #	47	43	2	2	1	0	0	0	0	0	0	0	0	0	1	0	0	
Qualified Internal Applicants %	100.00%	91.48%	4.25%	4.25%	2.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.12%	0.00%	0.00%	
Referred Applicants #	14	12	1	1	0	0	0	0	0	0	0	0	0	0	1	0	0	
Referred Applicants %	100.00%	85.71%	7.14%	7.14%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	0.00%	0.00%	
Internal Selections #	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Internal Selections %	100.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Relevant Applicant Pool %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Job Series: 0201																		
Vacancy Announcements #	1																	
Internal Applications #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Internal Applications %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Qualified Internal Applicants #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Qualified Internal Applicants %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Referred Applicants #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Referred Applicants %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Internal Selections #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Internal Selections %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Relevant Applicant Pool %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Job Series: 0260																		
Vacancy Announcements #	4																	
Internal Applications #	88	57	13	18	9	0	1	0	0	0	0	3	0	0	5	0	0	
Internal Applications %	100.00%	64.77%	14.77%	20.45%	10.22%	0.00%	1.13%	0.00%	0.00%	0.00%	0.00%	3.40%	0.00%	0.00%	5.68%	0.00%	0.00%	
Qualified Internal Applicants #	29	12	7	10	6	0	1	0	0	0	0	1	0	0	1	3	0	
Qualified Internal Applicants %	100.00%	41.37%	24.13%	34.48%	20.68%	0.00%	3.44%	0.00%	0.00%	0.00%	0.00%	3.44%	0.00%	0.00%	3.44%	10.34%	0.00%	
Referred Applicants #	29	12	7	10	6	0	1	0	0	0	0	1	0	0	1	3	0	
Referred Applicants %	100.00%	41.37%	24.13%	34.48%	20.68%	0.00%	3.44%	0.00%	0.00%	0.00%	0.00%	3.44%	0.00%	0.00%	3.44%	10.34%	0.00%	
Internal Selections #	2	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
Internal Selections %	100.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Relevant Applicant Pool %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Job Series: 0560																		
Vacancy Announcements #	2																	
Internal Applications #	56	49	1	6	2	0	2	0	0	0	0	0	0	0	0	0	0	
Internal Applications %	100.00%	87.50%	1.78%	10.71%	3.57%	0.00%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Qualified Internal Applicants #	43	37	1	5	1	0	1	0	0	0	0	0	0	0	0	0	0	
Qualified Internal Applicants %	100.00%	86.04%	2.32%	11.62%	2.32%	0.00%	2.32%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Referred Applicants #	27	22	1	4	1	0	1	0	0	0	0	0	0	0	0	0	0	
Referred Applicants %	100.00%	81.48%	3.70%	14.81%	3.70%	0.00%	3.70%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Internal Selections #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Internal Selections %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Relevant Applicant Pool %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Job Series: 2210																		
Vacancy Announcements #	6																	
Internal Applications #	207	182	9	16	9	1	4	0	0	0	1	0	0	0	3	0	0	
Internal Applications %	100.00%	87.92%	4.34%	7.72%	4.34%	0.48%	1.93%	0.00%	0.00%	0.00%	0.48%	0.00%	0.00%	0.00%	1.44%	0.00%	0.00%	
Qualified Internal Applicants #	161	139	9	13	9	0	3	0	0	0	1	0	0	2	3	0	0	
Qualified Internal Applicants %	100.00%	86.33%	5.59%	8.07%	5.59%	0.00%	1.86%	0.00%	0.00%	0.00%	0.62%	0.00%	0.00%	1.24%	1.86%	0.00%	0.00%	
Referred Applicants #	157	135	9	13	9	0	3	0	0	0	1	0	0	2	3	0	0	
Referred Applicants %	100.00%	85.98%	5.73%	8.28%	5.73%	0.00%	1.91%	0.00%	0.00%	0.00%	0.63%	0.00%	0.00%	1.27%	1.91%	0.00%	0.00%	
Internal Selections #	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Internal Selections %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Relevant Applicant Pool %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

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Worksheet B13: Employee Recognition And Awards by Disability (ANC, FY 2023)																	
		Total by Disability Status				Detail for Targeted Disabilities											
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Develop- mental Disability (02)	Traumatic Brain Injury (03)	Deaf or Severely Difficultly Hearing (19)	Blind or Severely Difficultly Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Awards	Total																
Time Off Awards																	
Time-Off Awards: 1-10 hours #	23	17	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards: 1-10 hours %	100.00%	73.91%	17.39%	8.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours	144	108	24	12	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Hours	6	8	8	6	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards: 11-20 Hours #	27	14	9	4	0	0	2	0	0	0	0	0	0	0	0	0	0
Time-Off Awards: 11-20 Hours %	100.00%	51.85%	33.33%	14.81%	0.00%	0.00%	7.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours	414	214	140	60	0	0	32	0	0	0	0	0	0	0	0	0	0
Average Hours	15	15	16	15	0	0	16	0	0	0	0	0	0	0	0	0	0
Time-Off Awards: 21-30 hours #	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards: 21-30 hours %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours	96	96	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Hours	24	24	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards: 31-40 hours #	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards: 31-40 hours %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours	186	186	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Hours	37	37	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards																	
Cash Awards: \$500 and Under #	44	40	2	2	1	0	0	0	0	0	0	0	0	0	1	0	0
Cash Awards: \$500 and Under %	100.00%	90.90%	4.54%	4.54%	2.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.27%	0.00%	0.00%	0.00%
Total Amount	17,400	15,700	850	850	500	0	0	0	0	0	0	0	0	0	500	0	0
Average Amount	395	393	425	425	500	0	0	0	0	0	0	0	0	0	500	0	0
Cash Awards: \$501 - \$999 #	12	8	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$501 - \$999 %	100.00%	66.66%	16.66%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Amount	8,424	5,707	1,433	1,284	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Amount	702	713	717	642	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$1000 - \$1999 #	18	17	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$1000 - \$1999 %	100.00%	94.44%	5.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Amount	24,385	22,500	1,885	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Amount	1355	1324	1885	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Awards																	
Performance Based Pay Increase #	5	3	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0
Performance Based Pay Increase %	100.00%	60.00%	0.00%	40.00%	20.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Benefit	19,587	14,425	0	5,162	3,733	0	3,733	0	0	0	0	0	0	0	0	0	0
Average Benefit	3917	4808	0	2581	3733	0	3733	0	0	0	0	0	0	0	0	0	0

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Worksheet B16: Separations by Disability (ANC, FY 2023)																	
		Total by Disability Status				Detail for Targeted Disabilities											
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Develop- mental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Type of Separation	Total																
Total Workforce																	
Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reduction in Force %	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Removal #	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Removal %	100.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation #	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Resignation %	100.00%	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement #	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retirement %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Separations #	29	26	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Separations %	100.00%	89.66%	10.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations #	41	36	3	2	2	0	0	0	0	0	0	0	0	0	2	0	0
Total Separations %	100.00%	87.80%	7.32%	4.88%	4.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.88%	0.00%	0.00%
Permanent Workforce																	
Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reduction in Force %	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Removal #	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Removal %	100.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Resignation #	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Resignation %	100.00%	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement #	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retirement %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Separations #	29	26	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Separations %	100.00%	89.66%	10.34%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations #	41	36	3	2	2	0	0	0	0	0	0	0	0	0	2	0	0
Total Separations %	100.00%	87.80%	7.32%	4.88%	4.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.88%	0.00%	0.00%

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Worksheet B17: Grade Levels For Management Positions by Disability [Permanent] (ANC, FY 2023)																	
Grade Levels for Management Positions	Total	Total by Disability Status				Detail for Targeted Disabilities											
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Executives																	
GS-15 #	5	3	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-15 %	100.00%	60.00%	0.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Managers																	
GS-13 #	8	7	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0
GS-13 %	100.00%	87.50%	0.00%	12.50%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	12.50%	0.00%	0.00%
GS-14 #	14	7	3	4	2	0	1	0	0	0	0	0	0	0	1	0	0
GS-14 %	99.99%	50.00%	21.42%	28.57%	14.28%	0.00%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	0.00%	0.00%
WS-14 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WS-14 %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisors																	
GS-12 #	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-12 %	100.00%	75.00%	0.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
WS-10 #	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
WS-10 %	100.00%	75.00%	0.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
WS-11 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WS-11 %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

****CONTROLLED UNCLASSIFIED INFORMATION****																	
Worksheet B19: Internal Competitive Promotions For Management Positions by Disability [Permanent] (ANC, FY 2023)																	
Internal Competitive Promotions for Management Positions	Total	Total by Disability Status				Detail for Targeted Disabilities											
		No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Develop- mental Disability (02)	Traumatic Brain Injury (03)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Managers																	
Vacancy Announcements #	7																
Relevant Applicant Pool %	100.00%	87.50%	0.00%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Internal Applications #	175	137	15	23	14	0	7	2	0	0	0	0	0	0	5	0	0
Internal Applications %	100.00%	78.28%	8.57%	13.14%	8.00%	0.00%	4.00%	1.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.85%	0.00%	0.00%
Qualified Internal Applicants #	94	69	12	13	6	0	2	0	0	0	0	0	0	0	4	0	0
Qualified Internal Applicants %	100.00%	73.40%	12.76%	13.82%	6.38%	0.00%	2.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.25%	0.00%	0.00%
Referred Applicants #	72	53	8	11	6	0	2	0	2	0	0	0	0	0	4	0	0
Referred Applicants %	100.00%	73.61%	11.11%	15.27%	8.33%	0.00%	2.77%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.55%	0.00%	0.00%
Internal Selections #	4	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Selections %	100.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisors																	
Vacancy Announcements #	3																
Relevant Applicant Pool %	100.00%	60.00%	0.00%	40.00%	20.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Internal Applications #	45	38	2	5	4	0	0	1	0	0	0	0	0	0	3	0	0
Internal Applications %	100.00%	84.44%	4.44%	11.11%	8.88%	0.00%	0.00%	2.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.66%	0.00%	0.00%
Qualified Internal Applicants #	12	10	1	1	1	0	0	0	0	0	0	0	0	0	1	0	0
Qualified Internal Applicants %	100.00%	83.33%	8.33%	8.33%	8.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	8.33%	0.00%	0.00%
Referred Applicants #	12	10	1	1	1	0	0	0	0	0	0	0	0	0	1	0	0
Referred Applicants %	100.00%	83.33%	8.33%	8.33%	8.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	8.33%	0.00%	0.00%
Internal Selections #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Selections %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

APPENDIX K: DEFINITIONS

The following definitions apply to Management Directive 715:

Applicant: A person who applies for employment.

Applicant Flow Data: Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

Barrier: An agency policy, principle, practice, or condition that limits or tends to limit employment opportunities for members of a particular gender, race, or ethnic background or for an individual (or individuals) based on disability status.

Disability: For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. § 1630.2 applies.

Civilian Labor Force: Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.

EEO Groups: Members of groups protected under Title VII of the Civil Rights Act and other Federal guidelines. Includes: White Men, White Women, Black Men, Black Women, Hispanic Men, Hispanic Women, Asian Men, Asian Women, Native American Men, Native American Women, and Individuals with Disabilities.

Employees: Members of the agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.

Employment Decision: Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action, and termination.

Feeder Group or Pool: Occupational group(s) from which selections to a particular job are typically made.

Federal Categories (Fed9): For the first time EEOC is requiring agencies to report their workforce data by aggregating it into nine employment categories. These categories are more consistent with those EEOC uses in private sector enforcement and will permit better analysis of trends in the federal workplace than previous categories used. The Commission has created a Census/OPM Occupation Cross-Classification Table by OPM Occupational Code (crosswalk) which assists agencies in determining the category in which to place a position through use of the position's OPM or SOC codes or the OPM or Census Occupation Title. The crosswalk may be accessed at the Commission's website: <http://www.eeoc.gov/federal/715instruct/00-09opmcode.html>. This crosswalk is intended as general guidance in cross-classifying OPM occupational codes to the EEO nine categories. Agencies are encouraged to contact the EEOC with specific questions about what category might be appropriate for their particular occupations.

Fiscal Year: The period from October 1 of one year to September 30 of the following year.

Goal: Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.

Major Occupations: Agency occupations def that are mission related and heavily populated, relative to other occupations within the agency.

National Civilian Labor Force: The labor force includes all non-institutionalized civilians age 16 and over who are either employed or unemployed.

Onsite Program Review: Visit by EEOC representatives to an agency to evaluate the agency's compliance with the terms of this Directive and/or to provide technical assistance.

Reasonable Accommodation: Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition, see 29 C.F.R. § 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).

Relevant Labor Force: The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.

Section 501 Program: The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.

Section 717 Program: The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

Selection Procedure: Any employment policy or practice that is used as a basis for an employment decision.

Special Recruitment Program: A program designed to monitor recruitment of, and disabilities.

Targeted Disabilities: Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are listed on OPM SF 256
https://www.opm.gov/forms/pdf_fill/sf256.pdf

Technical Assistance: Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.

Trigger: A trigger does not by itself demonstrate a barrier to equal opportunity; it indicates an area to be monitored or further analyzed.

Under representation: Result of conditions in which the representation of EEO groups is lower than expected.

APPENDIX L: THE NINE JOB CATEGORY TITLES

Officials and Manager — Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1) **Executive/Senior-Level** (2) **Mid-Level** (3) **First-Level** and (4) **Other**. When an employee is classified as a supervisor or manager, that employee should be placed in the *Officials and Managers* category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the First-Level sub-category of Officials and Managers, those at the GS-13 or 14 should be in the **Mid-Level** sub-category, and those at GS-15 or in the SES should be in the **Executive/Senior-Level** sub-category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in these three sub-categories. The fourth sub-category, called "**Other**" contains employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities. For example, Administrative Officers (OPM Code 0341) are appropriately placed in the "**Other**" sub-category.

Professionals — Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors, and kindred workers.

Technicians — Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post-high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.

Sales — Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and salesclerks, grocery clerks, and cashiers/checkers, and kindred workers.

Administrative Support Workers — Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.

Craft Workers (skilled) — Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work.

Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

Operatives (semiskilled) — Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and

weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.

Laborers (unskilled) — Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.

Service workers — Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurse's aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, doorkeepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.

APPENDIX M: FY21 MISSION CRITICAL OCCUPATIONS

Functional Community	Series	Title	Functional Community	Series	Title
Administrative Support	0341*	Administrative Officer	Law Enforcement	1811	Criminal Investigating
Contracting	1102	Contracting	Logistics	0346	Logistics Management
Cyber	0391	Telecommunications	Logistics	1152*	Production Control
Cyber	1550	Computer Science	Logistics	1670	Equipment Services
Cyber	2210	IT Management	Logistics	2010*	Inventory Management
Education	1701*	General Education & Training	Logistics	2101*	Transportation Specialist
Education	1702*	Education & Training Technician	Logistics	2130	Traffic Management
Education	1710*	Education & Vocational Training	Medical	0180	Psychologist
Education	1712*	Training Instruction	Medical	0185	Licensed Clinical Social Worker
Financial Management	0501	Financial Administration & Program	Medical	0602	Physician
Financial Management	0510	Accounting	Medical	0610	Nurse
Financial Management	0511	Auditing	Medical	0620	Licensed Practical Nurse
Financial Management	0560	Budget Analysis	Medical	0633	Physical Therapist
Foreign Affairs	0130	Foreign Affairs	Medical	0660	Pharmacist
Foreign Affairs	0131	International Relations	Medical	0680*	Dentist
Foreign Affairs	1040*	Language Specialist	Medical	0603	Physician Assistant
Human Resources	0201 (CIV)	Human Resource Management	Public Affairs	1035	Public Affairs
Human Resources	0260*	Equal Employment Opportunity	Quality Assurance	1910	Quality Assurance
Intelligence	0132	Intelligence	Security	0080	Security Administration
Law Enforcement	0083	Police			

Sources: DCPAS Message 2020069, dated June 30, 2020
Mission Critical Occupation Determination and Revalidation Guide